

Form **990**

Department of the Treasury  
Internal Revenue Service

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2017**

Open to Public Inspection

**A For the 2017 calendar year, or tax year beginning** , **and ending**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>COMMAND AND GENERAL STAFF COLLEGE FOUNDATION INC</b> Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite <b>100 STIMSON AVE STE 1149</b> City or town, state or province, country, and ZIP or foreign postal code <b>FORT LEAVENWORTH KS 66027</b>	<b>D</b> Employer identification number <b>20-4254979</b> <b>E</b> Telephone number <b>913-651-0624</b> <b>G</b> Gross receipts \$ <b>2,732,610</b>
<b>F</b> Name and address of principal officer: <b>Col. (Ret.) Douglas L. Tystad</b> <b>100 Stimson Ave Suite 1149</b> <b>Ft. Leavenworth KS 66027</b>		<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)

<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) <b>t</b> (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	<b>J</b> Website: <b>u www.CGSCFoundation.org</b>	<b>H(c)</b> Group exemption number <b>u</b>
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other <b>u</b>	<b>L</b> Year of formation: <b>2005</b>	<b>M</b> State of legal domicile: <b>KS</b>

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: See Schedule O																									
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.																									
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>25</b>																								
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>24</b>																								
	<b>5</b> Total number of individuals employed in calendar year 2017 (Part V, line 2a)	<b>7</b>																								
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>35</b>																								
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>2,600</b>																								
	<b>7b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>-1,559</b>																								
<b>Revenue</b>		<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Prior Year</th> <th style="text-align: center;">Current Year</th> </tr> </thead> <tbody> <tr> <td><b>8</b> Contributions and grants (Part VIII, line 1h)</td> <td style="text-align: right;">219,358</td> <td style="text-align: right;">165,874</td> </tr> <tr> <td><b>9</b> Program service revenue (Part VIII, line 2g)</td> <td style="text-align: right;">141,625</td> <td style="text-align: right;">84,015</td> </tr> <tr> <td><b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)</td> <td style="text-align: right;">271,188</td> <td style="text-align: right;">251,714</td> </tr> <tr> <td><b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)</td> <td style="text-align: right;">12,769</td> <td style="text-align: right;">9,599</td> </tr> <tr> <td><b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)</td> <td style="text-align: right;">644,940</td> <td style="text-align: right;">511,202</td> </tr> </tbody> </table>		Prior Year	Current Year	<b>8</b> Contributions and grants (Part VIII, line 1h)	219,358	165,874	<b>9</b> Program service revenue (Part VIII, line 2g)	141,625	84,015	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	271,188	251,714	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	12,769	9,599	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	644,940	511,202						
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**Part II Signature Block**

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

<b>Sign Here</b>	Signature of officer <b>Col. (Ret.) Douglas L. Tystad</b> Type or print name and title	Date <b>CEO, President</b>
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<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>CAROLYN R KLEMP</b>	Preparer's signature Date <b>08/13/18</b>	Check <input type="checkbox"/> if self-employed <input type="checkbox"/> PTIN <b>P01387779</b>
	Firm's name } <b>DeMaranville &amp; Associate CPAs LLC</b> <b>121 Cherokee St</b> Firm's address } <b>Leavenworth, KS 66048</b>	Firm's EIN } <b>26-0221493</b> Phone no. <b>913-682-4548</b>	

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

**Part III Statement of Program Service Accomplishments**

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

1 Briefly describe the organization's mission:

**See Schedule O**

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

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

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

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

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

4a (Code: ) (Expenses \$ **218,656** including grants of \$ ) (Revenue \$ )

**The Foundation enriches the College's academic environment, fosters a strong relationship between the military and the private sector, enhances the Institution's research activities, and encourages excellence in the faculty and student body through the Colonel Arthur D. "Bull" Simons Center for Interagency Cooperation, our largest program. In 2017, we continued our focus on two major strategic areas: building an interagency body of knowledge and building interagency leaders. In the area of building the interagency body of knowledge, we support scholarship and original research through publication of the Interagency Journal four times a year as well as Interagency Studies to highlight staff and faculty original research. We published four Interagency Journals including a dedicated Weapons of Mass**

4b (Code: ) (Expenses \$ **86,612** including grants of \$ ) (Revenue \$ **600** )

**The Foundation fosters a strong relationship between the military and the private sector through our outreach programs. This is our second largest program and includes efforts by the Foundation to help educate and inform the public about the effectiveness and unique capabilities of CGSC. We provided visibility at public events in the Kansas City area such as the Army Birthday Ball, the People to People International 60th anniversary dinner and awards banquet, and the International Relations Council events. We promote understanding with presentations about the CGSC and the Foundation missions on a national scale as well as the greater Kansas City area. We regularly conduct information tours of the college with the CEO conducting tours of the college campus and moderating discussions of**

4c (Code: ) (Expenses \$ **84,049** including grants of \$ ) (Revenue \$ **80,815** )

**The Foundation fosters a strong relationship between the military and the private sector through sponsorship of the Celebration of International Friendship. The fourth annual celebration was conducted on September 29 at the world-renowned Kauffman Center for the Performing Arts. Our partners continue to be the Kansas City Chapter of People to People, the Leavenworth and Lansing Area Chamber of Commerce Operation International, and the CGSC International Military Student Division. The event recognizes each class of International Military Student Officers and their spouses, when possible, to introduce them to the greater Kansas City metropolitan area. This year we featured the U.S. Army Chorus, an all-male chorus from the 3rd Infantry Regiment, "Pershing's Own" from Washington D.C. The Chorus performed**

4d Other program services (Describe in Schedule O.)

(Expenses \$ **300,975** including grants of \$ ) (Revenue \$ **2,600** )

4e Total program service expenses **u 690,292**

**Part IV Checklist of Required Schedules**

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

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

		Yes	No
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21	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? <i>If "Yes," complete Schedule I, Parts I and II</i>		X
22	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? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a	<b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26	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? <i>If "Yes," complete Schedule L, Part II</i>		X
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	X	
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		X
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
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>		
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.	X	

**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>1b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		
<b>1c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
<b>2b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	X	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?	X	
<b>3b</b>	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	X	
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
<b>4b</b>	If "Yes," enter the name of the foreign country: <b>u</b> See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
<b>5b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
<b>5c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
<b>6b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>7a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	X	
<b>7b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	X	
<b>7c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
<b>7d</b>	If "Yes," indicate the number of Forms 8282 filed during the year		
<b>7e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
<b>7f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
<b>7g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
<b>7h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>9a</b>	Did the sponsoring organization make any taxable distributions under section 4966?		
<b>9b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>10a</b>	Initiation fees and capital contributions included on Part VIII, line 12		
<b>10b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>11a</b>	Gross income from members or shareholders		
<b>11b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)		
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?		
<b>12b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year		
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>13a</b>	Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.		
<b>13b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		
<b>13c</b>	Enter the amount of reserves on hand		
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?		X
<b>14b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 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>25</b>		
<b>1b</b>	Enter the number of voting members included in line 1a, above, who are independent		
	<b>24</b>		
<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?		<b>X</b>
<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?		<b>X</b>
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	<b>X</b>	
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets?		<b>X</b>
<b>6</b>	Did the organization have members or stockholders?		<b>X</b>
<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?		<b>X</b>
<b>b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		<b>X</b>
<b>7b</b>			
<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?	<b>X</b>	
<b>8a</b>			
<b>b</b>	Each committee with authority to act on behalf of the governing body?	<b>X</b>	
<b>8b</b>			
<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		<b>X</b>

**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?		<b>X</b>
<b>b</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>10b</b>			
<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?	<b>X</b>	
<b>b</b>	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>11a</b>			
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13	<b>X</b>	
<b>b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	<b>X</b>	
<b>12b</b>			
<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	<b>X</b>	
<b>12c</b>			
<b>13</b>	Did the organization have a written whistleblower policy?	<b>X</b>	
<b>14</b>	Did the organization have a written document retention and destruction policy?	<b>X</b>	
<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	<b>X</b>	
<b>15a</b>			
<b>b</b>	Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).	<b>X</b>	
<b>15b</b>			
<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?		<b>X</b>
<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?		
<b>16b</b>			

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed **u KS**
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 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: **u**

**The Organization** **100 Stimson Ave Ste 1149** **KS 66027** **913-651-0624**  
**Ft Leavenworth**

**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, and 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) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Lt. Gen. (Ret.) John E. Miller ..... Chairman	5.00 ..... 0.00	X		X				0	0	0
(2) Michael D. Hockley ..... President, Chairman	5.00 ..... 0.00	X		X				0	0	0
(3) A. Edward Major ..... Vice President	2.00 ..... 0.00	X		X				0	0	0
(4) Douglass Adair ..... Secretary	2.00 ..... 0.00	X		X				0	0	0
(5) Col. (Ret.) Thomas A. Dials ..... Treasurer	5.00 ..... 0.00	X		X				0	0	0
(6) Lt. Col. (Ret.) Thomas O. Mason ..... Legal Advisor	1.00 ..... 0.00	X		X				0	0	0
(7) Lt. Gen. (Ret.) Richard Keller ..... Committee Chair	2.00 ..... 0.00	X		X				0	0	0
(8) Eugene Wilson ..... Committee Chair	2.00 ..... 0.00			X				0	0	0
(9) Col. (Ret.) Norma Bradford ..... Director	1.00 ..... 0.00	X						0	0	0
(10) Col. (Ret.) Tim Carlin ..... Director	1.00 ..... 0.00	X						0	0	0
(11) Brig. Gen. (Ret.) Stanley Cherrie ..... Director	1.00 ..... 0.00	X						0	0	0

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) <b>William Eckhardt</b>	1.00									
Director	0.00	X					0	0	0	
(13) <b>Katie Ervin</b>	1.00									
Director	0.00	X					0	0	0	
(14) <b>Col. (Ret.) Art Hurtado</b>	1.00									
Director	0.00	X					0	0	0	
(15) <b>Benny Lee</b>	1.00									
Director	0.00	X					0	0	0	
(16) <b>James I. Mackay</b>	1.00									
Director	0.00	X					0	0	0	
(17) <b>Col. (Ret.) J. Dan McGowan II</b>	1.00									
Director	0.00	X					0	0	0	
(18) <b>Michael V. Meyer</b>	1.00									
Director	0.00	X					0	0	0	
(19) <b>Lt. Col. (Ret.) Robert J. Myers</b>	1.00									
Director	0.00	X					0	0	0	
<b>1b Sub-total</b> .....										
<b>c Total from continuation sheets to Part VII, Section A</b> .....							<b>136,500</b>			
<b>d Total (add lines 1b and 1c)</b> .....							<b>136,500</b>			

**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 **u 1**

	Yes	No
<b>3</b> Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual .....		<b>X</b>
<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? If "Yes," complete Schedule J for such individual .....		<b>X</b>
<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? If "Yes," complete Schedule J for such person .....		<b>X</b>

**Section B. Independent Contractors**

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

(A) Name and business address	(B) Description of services	(C) Compensation

**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 **u 0**

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(20) <b>Mary O'Connor</b>	1.00									
Director	0.00	X						0	0	0
(21) <b>Maj. Gen. Timothy Orr</b>	1.00									
Director	0.00	X						0	0	0
(22) <b>Harold B. Palmer</b>	1.00									
Director	0.00	X						0	0	0
(23) <b>Lt. Gen. (Ret.) John Pickler</b>	1.00									
Director	0.00	X						0	0	0
(24) <b>John Robinson</b>	1.00									
Director	0.00	X						0	0	0
(25) <b>Col. (Ret.) Florian Rothbrust</b>	1.00									
Director	0.00	X						0	0	0
(26) <b>Scott Smith</b>	1.00									
Director	0.00	X						0	0	0
(27) <b>Gary Vogler</b>	1.00									
Director	0.00	X						0	0	0
<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> .....										

**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 **u**

	Yes	No
<b>3</b> Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual .....		
<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? If "Yes," complete Schedule J for such individual .....		
<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? If "Yes," complete Schedule J for such person .....		

**Section B. Independent Contractors**

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

(A) Name and business address	(B) Description of services	(C) Compensation

**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 **u**

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(28) Chris Wendelbo	1.00									
Director	0.00	X					0	0	0	
(29) Wesley H. Westmoreland	1.00									
Director	0.00	X					0	0	0	
(30) John Wilson	1.00									
Director	0.00	X					0	0	0	
(31) Richard Young	1.00									
Director	0.00	X					0	0	0	
(32) Col. (Ret.) Douglas L. Tystad	40.00									
CEO, President	0.00			X			136,500	0	0	
<b>1b Sub-total</b>							<b>136,500</b>			
<b>c Total from continuation sheets to Part VII, Section A</b>										
<b>d Total (add lines 1b and 1c)</b>										

**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 **u**

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

**Section B. Independent Contractors**

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

(A) Name and business address	(B) Description of services	(C) Compensation

**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 **u**

**Part VIII Statement of Revenue**

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns .....	<b>1a</b>			
	<b>b</b> Membership dues .....	<b>1b</b> 425			
	<b>c</b> Fundraising events .....	<b>1c</b>			
	<b>d</b> Related organizations .....	<b>1d</b>			
	<b>e</b> Government grants (contributions) .....	<b>1e</b>			
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b> 165,449			
	<b>g</b> Noncash contributions included in lines 1a-1f: \$	10,372			
	<b>h Total.</b> Add lines 1a-1f .....	<b>u</b> 165,874			
<b>Program Service Revenue</b>	<b>2a</b> Special events .....	Busn. Code 611710	81,415	81,415	
	<b>b</b> Advertising .....	541800	2,600	2,600	
	<b>c</b> .....				
	<b>d</b> .....				
	<b>e</b> .....				
	<b>f</b> All other program service revenue .....				
	<b>g Total.</b> Add lines 2a-2f .....	<b>u</b>	84,015		
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....	<b>u</b>	176,109	176,109	
	<b>4</b> Income from investment of tax-exempt bond proceeds .....	<b>u</b>			
	<b>5</b> Royalties .....	<b>u</b>			
	<b>6a</b> Gross rents	(i) Real (ii) Personal			
	<b>b</b> Less: rental exps.				
	<b>c</b> Rental inc. or (loss)				
	<b>d</b> Net rental income or (loss) .....	<b>u</b>			
	<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities (ii) Other			
	<b>b</b> Less: cost or other basis & sales exps.				
	<b>c</b> Gain or (loss)				
	<b>d</b> Net gain or (loss) .....	<b>u</b>	75,605	75,605	
	<b>8a</b> Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	<b>a</b>			
	<b>b</b> Less: direct expenses .....	<b>b</b>			
	<b>c</b> Net income or (loss) from fundraising events .....	<b>u</b>			
	<b>9a</b> Gross income from gaming activities. See Part IV, line 19	<b>a</b>			
<b>b</b> Less: direct expenses .....	<b>b</b>				
<b>c</b> Net income or (loss) from gaming activities .....	<b>u</b>				
<b>10a</b> Gross sales of inventory, less returns and allowances	<b>a</b> 34,203				
<b>b</b> Less: cost of goods sold	<b>b</b> 24,604				
<b>c</b> Net income or (loss) from sales of inventory .....	<b>u</b>	9,599	9,599		
<b>11a</b> Miscellaneous Revenue	Busn. Code				
<b>b</b> .....					
<b>c</b> .....					
<b>d</b> All other revenue .....					
<b>e Total.</b> Add lines 11a-11d .....	<b>u</b>				
<b>12 Total revenue.</b> See instructions. ....	<b>u</b>	511,202	342,728	2,600	0

**Part IX Statement of Functional Expenses**

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<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				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	136,500	82,935	52,502	1,063
<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	294,184	162,915	66,838	64,431
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	5,886	4,405	1,345	136
<b>9</b> Other employee benefits				
<b>10</b> Payroll taxes	32,335	19,210	8,096	5,029
<b>11</b> Fees for services (non-employees):				
<b>a</b> Management				
<b>b</b> Legal				
<b>c</b> Accounting	76,480		76,480	
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees	35,602	31,739	3,863	
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	78,306	77,685		621
<b>12</b> Advertising and promotion	9,551	5,171		4,380
<b>13</b> Office expenses	58,279	54,049	1,999	2,231
<b>14</b> Information technology	23,610	13,724	5,958	3,928
<b>15</b> Royalties				
<b>16</b> Occupancy	42,181	39,182	2,999	
<b>17</b> Travel	34,447	31,717	1,536	1,194
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	37,294	33,216	3,830	248
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	6,659	5,158	1,417	84
<b>23</b> Insurance	4,092		4,092	
<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> BANQUETS AND RECEPTIONS	41,328	39,683	1,645	
<b>b</b> SPEAKING ENGAGEMENT FEES	33,500	33,500		
<b>c</b> SPONSORSHIPS	12,926	12,926		
<b>d</b> SUPPLIES	10,258	7,527	2,731	
<b>e</b> All other expenses	43,794	35,550	6,295	1,949
<b>25</b> Total functional expenses. Add lines 1 through 24e	1,017,212	690,292	241,626	85,294
<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. 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 X

		(A) Beginning of year		(B) End of year	
<b>Assets</b>	1	Cash—non-interest bearing	140	1	140
	2	Savings and temporary cash investments	1,843,942	2	1,320,668
	3	Pledges and grants receivable, net	70,604	3	10,800
	4	Accounts receivable, net		4	
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use	60,491	8	50,042
	9	Prepaid expenses and deferred charges		9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	113,937		
	10b	Less: accumulated depreciation	108,180	10c	5,757
	11	Investments—publicly traded securities	4,211,475	11	4,528,011
	12	Investments—other securities. See Part IV, line 11		12	
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11		15	
16	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	6,197,241	16	5,915,418	
<b>Liabilities</b>	17	Accounts payable and accrued expenses	20,596	17	26,453
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	14,373	25	16,910
	26	<b>Total liabilities.</b> Add lines 17 through 25	34,969	26	43,363
<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>				
	27	Unrestricted net assets	881,516	27	562,756
	28	Temporarily restricted net assets	2,257,516	28	2,275,559
	29	Permanently restricted net assets	3,023,240	29	3,033,740
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.</b>				
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building, or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
33	<b>Total net assets or fund balances</b>	6,162,272	33	5,872,055	
34	<b>Total liabilities and net assets/fund balances</b>	6,197,241	34	5,915,418	

**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>	<b>511,202</b>
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	<b>1,017,212</b>
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	<b>-506,010</b>
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	<b>6,162,272</b>
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	<b>237,269</b>
<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>	<b>-21,476</b>
<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>	<b>5,872,055</b>

**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 _____ 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? 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		<b>X</b>
<b>2b</b>	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<b>X</b>	
<b>2c</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? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	<b>X</b>	
<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?		<b>X</b>
<b>3b</b>	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

**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.

**u Attach to Form 990 or Form 990-EZ.**

**u Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No. 1545-0047

**2017**

**Open to Public Inspection**

Name of the organization

**COMMAND AND GENERAL STAFF COLLEGE  
FOUNDATION INC**

Employer identification number

**20-4254979**

**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 **section 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		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) u	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1,684,435	893,566	123,202	201,358	165,874	3,068,435
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	4,163	4,163	4,163	4,163	4,163	20,815
4 <b>Total.</b> Add lines 1 through 3	1,688,598	897,729	127,365	205,521	170,037	3,089,250
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.						3,089,250

**Section B. Total Support**

Calendar year (or fiscal year beginning in) u	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
7 Amounts from line 4	1,688,598	897,729	127,365	205,521	170,037	3,089,250
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	158,460	198,751	188,858	184,271	176,109	906,449
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						3,995,699

12 Gross receipts from related activities, etc. (see instructions) **12** 790,593

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

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

14 Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	<b>14</b>	77.31%
15 Public support percentage from 2016 Schedule A, Part II, line 14	<b>15</b>	78.72%
16a <b>33 1/3% support test—2017.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization <input checked="" type="checkbox"/>		
b <b>33 1/3% support test—2016.</b> 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 <b>stop here.</b> The organization qualifies as a publicly supported organization <input type="checkbox"/>		
17a <b>10%-facts-and-circumstances test—2017.</b> 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 <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b <b>10%-facts-and-circumstances test—2016.</b> 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 <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions <input type="checkbox"/>		

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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 (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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.)						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> <input type="checkbox"/>						

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

<b>15</b> Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	<b>15</b>	%
<b>16</b> Public support percentage from 2016 Schedule A, Part III, line 15	<b>16</b>	%

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

<b>17</b> Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	%
<b>18</b> Investment income percentage from 2016 Schedule A, Part III, line 17	<b>18</b>	%

- 19a 33 1/3% support tests—2017.** 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—2016.** 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 in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

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

**Part IV Supporting Organizations** *(continued)*

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> 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>b</b> A family member of a person described in (a) above?		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		

**Section B. Type I Supporting Organizations**

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

**Section C. Type II Supporting Organizations**

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

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> 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?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

**Section E. Type III Functionally-Integrated Supporting Organizations**

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

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

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

<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):		
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 <b>Part VI</b> ):		
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 <b>Total annual distributions.</b> 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 2017 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required-explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2017:			
a			
b From 2013			
c From 2014 .....			
d From 2015 .....			
e From 2016 .....			
f <b>Total</b> of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2017 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2017, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6 Remaining underdistributions for 2017. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7 <b>Excess distributions carryover to 2018.</b> Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2013			
b Excess from 2014 .....			
c Excess from 2015 .....			
d Excess from 2016 .....			
e Excess from 2017 .....			



**Schedule B**  
 (Form 990, 990-EZ,  
 or 990-PF)  
 Department of the Treasury  
 Internal Revenue Service

**Schedule of Contributors**

OMB No. 1545-0047

**2017**

**u Attach to Form 990, Form 990-EZ, or Form 990-PF.**  
**u Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

<b>Name of the organization</b> COMMAND AND GENERAL STAFF COLLEGE FOUNDATION INC	<b>Employer identification number</b> 20-4254979
----------------------------------------------------------------------------------------	-----------------------------------------------------

Organization type (check one):

- |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Filers of:</b><br><br>Form 990 or 990-EZ<br><br><br><br>Form 990-PF | <b>Section:</b><br><input checked="" type="checkbox"/> 501(c)( 3 ) (enter number) organization<br><input type="checkbox"/> 4947(a)(1) nonexempt charitable trust <b>not</b> treated as a private foundation<br><input type="checkbox"/> 527 political organization<br><input type="checkbox"/> 501(c)(3) exempt private foundation<br><input type="checkbox"/> 4947(a)(1) nonexempt charitable trust treated as a private foundation<br><input type="checkbox"/> 501(c)(3) taxable private foundation |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33<sup>1</sup>/<sub>3</sub>% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ► \$ .....

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization

**COMMAND AND GENERAL STAFF COLLEGE**

Employer identification number

**20-4254979**

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	..... ..... .....	\$ 5,100	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	..... ..... .....	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	..... ..... .....	\$ 5,001	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	..... ..... .....	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	..... ..... .....	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	..... ..... .....	\$ 10,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

**COMMAND AND GENERAL STAFF COLLEGE**

Employer identification number

**20-4254979**

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	..... ..... .....	\$ 25,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	..... ..... .....	\$ 10,054	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
9	..... ..... .....	\$ 14,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
.....	..... ..... .....	\$ .....	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
.....	..... ..... .....	\$ .....	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
.....	..... ..... .....	\$ .....	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization <b>COMMAND AND GENERAL STAFF COLLEGE</b>	Employer identification number <b>20-4254979</b>
------------------------------------------------------------------	-----------------------------------------------------

**Part II Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
8	<p><b>PUBLICLY TRADED SECURITIES</b></p> <p>.....</p> <p>.....</p> <p>.....</p>	<p>\$ <b>10,054</b></p>	<p><b>12/15/17</b></p>
.....	.....	\$ .....	.....
.....	.....	\$ .....	.....
.....	.....	\$ .....	.....
.....	.....	\$ .....	.....
.....	.....	\$ .....	.....
.....	.....	\$ .....	.....

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

u 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. u Attach to Form 990.

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

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization

COMMAND AND GENERAL STAFF COLLEGE FOUNDATION INC

Employer identification number

20-4254979

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 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?, 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?

Part II Conservation Easements.

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

Table with 2 columns: Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 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. (2a Total number of conservation easements, 2b Total acreage restricted by conservation easements, 2c Number of conservation easements on a certified historic structure included in (a), 2d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register), 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year u, 4 Number of states where property subject to conservation easement is located u, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year u, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year u \$, 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)?, 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.

Table with 2 columns: u \$. Rows include: 1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items. b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1, (ii) Assets included in Form 990, Part X, 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items: a Revenue included on Form 990, Part VIII, line 1, b Assets included in Form 990, Part X.

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

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

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

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

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

**Part IV Escrow and Custodial Arrangements.**

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

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

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

- 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 on 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	5,290,756	5,185,321	5,742,788	5,985,244	5,722,635
b Contributions	21,348	126,974	19,258	52,026	53,547
c Net investment earnings, gains, and losses	424,993	343,910	9,483	186,882	433,398
d Grants or scholarships					
e Other expenditures for facilities and programs	-417,798	-365,449	-586,208	-481,364	-224,336
f Administrative expenses					
g End of year balance	5,319,299	5,290,756	5,185,321	5,742,788	5,985,244

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

- a Board designated or quasi-endowment **u** 0.19 %
- b Permanent endowment **u** 57.03 %
- c Temporarily restricted endowment **u** 42.78 %

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

	Yes	No
3a(i)	X	
3a(ii)		X
3b		

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

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

**Part VI Land, Buildings, and Equipment.**

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		31,856	31,856	
d Equipment		82,081	76,324	5,757
e Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				<b>u</b> 5,757

**Part VII Investments—Other Securities.**

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

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

**Part VIII Investments—Program Related.**

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

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

**Part IX Other Assets.**

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

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

**Part X Other Liabilities.**

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

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
(2) <b>Payroll liabilities</b>	<b>16,371</b>	
(3) <b>Sales tax payable</b>	<b>539</b>	
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) <b>u</b>	<b>16,910</b>	

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

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

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

1	Total revenue, gains, and other support per audited financial statements	1	778,482
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
	a Net unrealized gains (losses) on investments	2a	237,269
	b Donated services and use of facilities	2b	40,313
	c Recoveries of prior year grants	2c	
	d Other (Describe in Part XIII.)	2d	25,300
	e Add lines 2a through 2d	2e	302,882
3	Subtract line 2e from line 1	3	475,600
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
	a Investment expenses not included on Form 990, Part VIII, line 7b	4a	35,602
	b Other (Describe in Part XIII.)	4b	
	c Add lines 4a and 4b	4c	35,602
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	511,202

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

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

1	Total expenses and losses per audited financial statements	1	1,068,699
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
	a Donated services and use of facilities	2a	40,313
	b Prior year adjustments	2b	
	c Other losses	2c	
	d Other (Describe in Part XIII.)	2d	48,604
	e Add lines 2a through 2d	2e	88,917
3	Subtract line 2e from line 1	3	979,782
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
	a Investment expenses not included on Form 990, Part VIII, line 7b	4a	35,602
	b Other (Describe in Part XIII.)	4b	1,828
	c Add lines 4a and 4b	4c	37,430
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	1,017,212

**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.

**Part V, Line 4 - Intended Uses for Endowment Funds**

Permanently restricted net assets consist of endowment funds established by donors that stipulate the original principal of the gift is to be held and invested by the Foundation indefinitely, and the income from the funds is to be expended for purposes designated by the donor. Permanent endowments include:

General Hugh Shelton Ethics Chair: \$2,500,000

General Colin L. Powell Lecture Series: \$500,000

Major General Hans and Ursula Schlup Fund: \$9,240

LTC Boyd McCanna "Mac" Harris Leadership Award: \$4,500

LTC Ron C. Ward Award: \$5,000

David Beaham Memorial Fund: \$5,000

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

George C. Marshall Award: \$10,000

Temporarily restricted net assets contain donor-imposed restrictions that expire upon the passage of time or once specific actions are undertaken by the Foundation. Temporarily restricted funds include:

Colonel Arthur D. Simons Center for Interagency Cooperation: \$611,809

General Hugh Shelton Ethics Chair: \$1,314,268

General Colin L. Powell Lecture Series: \$274,408

Family Support: \$42,548

Leadership Initiatives: \$15,934

National Security Roundtable: \$2,500

Major General Hans and Ursula Schlup Fund: \$4,176

Academic Research: \$1,395

LTC Boyd McCanna "Mac" Harris Leadership Award: \$1,728

David Beaham Memorial Fund: \$1,058

LTC Ron C. Ward Award: \$466

Simons Center Lecture Series: \$3,016

Art of War Initiative: \$1,341

CGSC Foundation News: \$112

Subsequent period: \$800

Board designated funds include \$10,000 for usage on the Colin L. Powell Lecture Series.

**Part X - FIN 48 Footnote****NOTE 2 - Summary of Significant Accounting Policies:**

**Income Tax** - The Foundaiton is a qualified not-for-profit organization and is exempt from income tax under Section 501(c)(3) of the Internal Revenue Code, but is subject to U.S. tax on any unrelated business income. At

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

December 31, 2017, and 2016, the Foundation had no income tax liabilities recorded for unrelated business income. The Foundation's Forms 990, Return of Organization Exempt from Income Tax, are subject to examination by the IRS, generally for three years after they are filed.

**Note 11 - Income Taxes:**

The Foundation has received notification from the Internal Revenue Service that it qualifies as a not-for-profit organization and is exempt from income tax under Section 501(c)(3) of the Internal Revenue Code. The Foundation has adopted FASB ASC 740-10-25, which requires that a tax position be recognized and derecognized based on a "more likely than not" threshold. This applies to positions taken or expected to be taken in a tax return. The Foundation does not believe its financial statements include any uncertain tax positions.

**Part XI, Line 2d - Revenue Amounts Included in Financials - Other**

Pledges receivable time value discount book/tax difference	\$	696
Gift shop cost of sales - adjustment to revenue	\$	24,604

**Part XII, Line 2d - Expense Amounts Included in Financials - Other**

Gift shop cost of sales - adjustment to expenses	\$	24,604
Pledge receivable write off	\$	24,000

**Part XII, Line 4b - Expense Amounts Included on Return - Other**

Book / Tax Depreciation Difference	\$	1,828
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**SCHEDULE L**  
**(Form 990 or 990-EZ)**

**Transactions With Interested Persons**

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

u Attach to Form 990 or Form 990-EZ.

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

**2017**

Open To Public Inspection

Department of the Treasury  
Internal Revenue Service

Name of the organization

COMMAND AND GENERAL STAFF COLLEGE  
FOUNDATION INC

Employer identification number

20-4254979

**Part I**

**Excess Benefit Transactions** (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1	(a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
				Yes	No
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

- 2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958 ..... u \$ \_\_\_\_\_
- 3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ..... u \$ \_\_\_\_\_

**Part II**

**Loans to and/or From Interested Persons.**

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

1	(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the org.?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
				To	From			Yes	No	Yes	No	Yes	No
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													

Total ..... u \$ \_\_\_\_\_

**Part III**

**Grants or Assistance Benefiting Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

1	(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					



**SCHEDULE O**  
(Form 990 or 990-EZ)Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

u Attach to Form 990 or 990-EZ.

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

OMB No. 1545-0047

**2017**Open to Public  
Inspection

Name of the organization	<b>COMMAND AND GENERAL STAFF COLLEGE FOUNDATION INC</b>	Employer identification number	<b>20-4254979</b>
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**Form 990 - Organization's Mission**

The CGSC Foundation supports the United States Army Command and General Staff College in educating leaders for the 21st century in the following six mission areas:

- \* Enrich the College's academic environment
- \* Foster a strong relationship between the military and the private sector
- \* Enhance the institution's research activities
- \* Promote leader development
- \* Encourage excellence in the faculty and student body
- \* Maintain contact with alumni

**Form 990, Part III, Line 4a - First Accomplishment**

Destruction issue. Our Center website continues to be the "go-to" site for interagency partner use. In the area of building interagency leaders, we began focusing all of our speaker programs out of the Center to give a one-stop clearing house for coordination and conduct of several programs. We continued the Simons Center Interagency Brown Bag lecture series in cooperation with the Command and General Staff School with a monthly lecture on the different interagency functions and agencies. Average attendance at the IABBLs was over 50 including a number of attendees from the post staff and the general public. The lectures were provided free of charge.

**Form 990, Part III, Line 4b - Second Accomplishment**

various topics. In 2017, we hosted 35 different groups with over 150

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attendees to learn about the College and to engage with students and faculty in discussions. Two members of the staff in addition to our Shelton Distinguished Visiting Professor were on radio interviews with various stations in the metro area about the college and received wide dissemination.

Form 990, Part III, Line 4c - Third Accomplishment

throughout the day on the 29th in support of the Foundation's outreach mission at the WWI Museum at Liberty Memorial and at Union Station in Kansas City.

Form 990, Part III, Line 4d - All Other Accomplishment

Lecture Series: The Foundation enriches the College's academic environment, fosters a strong relationship between the military and the private sector, enhances the Institution's research activities, and encourages excellence in the faculty and student body through our various lecture series programs. As mentioned, the Simons Center program was given the role to be lead coordinator for all of our lecture programs, including the Pershing and Vietnam Lecture Series as well as the DACOR program and a number of additional speaker events given to the class as a whole or visits to classrooms throughout the year. In addition to our named lecture series, the Center coordinated visitors from the U.S. Agency for International Development, the State Department, the Centers for Disease Control, and a speaker lecturing on the effects of climate change. Guest speakers usually participated in elective classes at CGSOC and at SAMS and also provided speaking events for our partners in the community such as the International Relations Council, University of Saint Mary, and Park University. In

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addition, the Foundation was asked to provide two major lectures for the entire CGSOC class in support of the curriculum. We sponsored the CEO of Johnson and Johnson speaking about leadership in civilian organizations in support of the L200 curriculum. Finally, we provided the CEO of the Association of the United States Army speaking the role of officers in stewarding the profession of arms in support of the L100 curriculum.

News Magazine: The Foundation fosters strong relations between the military and the private sector, maintains contact with the alumni, and encourages excellence in the faculty and student body through publication of our award-winning Foundation News magazine published twice a year. The magazine informs the public of the importance of the CGSC mission, of the nature and success of Foundation programs in support of the college, and provides information about graduates and other items of interest. Each edition has a feature titled "CGSC 101" which informs about one of the CGSC schools or teaching departments. In the Spring 2017 edition, we featured the National Security Round Table participants on the cover along with the 8th Annual Ethics Symposium, and our featured school was the School for Command Preparation. In the Fall 2017 edition, we featured the Celebration of International Friendship with the Canadian students and spouses on the cover and the School of Advanced Military Studies as the featured department. The e-magazine format continues to receive wide distribution and we have over 4,000 hard copies distributed. The magazine emphasizes content rather than advertising and is a key element in the Foundation's strategic communications program.

Alumni Contact: The Foundation maintains contact with alumni through our

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web presence, our dedicated alumni web connect capability, and our social media presence. In 2017, the Board of Trustees approved the Alumni Association Program to encourage graduates to stay in contact with the college and each other. Our efforts to start the program saw modest success in 2017. We continued the tradition of presenting each member of the CGSOC Class of 2017 with a commemorative poker chip recognizing their graduation and encouraging them to stay in touch. We also expanded the program to include SAMS graduates. We continue to refine and elevate the content on our website and social media outlets in order to stay connected with our alumni and meet this important mission set.

CGSC, SAMS, and Instructor Awards for Excellence: The Foundation encourages excellence in the faculty and student body and enhances the institution's research activities by sponsoring several awards recognizing excellence in students and faculty. For SAMS, the Foundation provided the COL Thomas Felts Award for the top SAMS graduate; the awards for the best monographs for each course as well as the top Interagency SAMS student as determined by the SAMS faculty; and the Iron Planner Award for the student that met the demanding physical requirements of the test. For CGSOC the Foundation provides the Marshall Award (top US student); the Eisenhower Award (top International Student); the Master Tactician Award; the Master Logistician Award; the Colin Powell Interagency Studies Award (top interagency student); the Homeland Security Studies Award; the Birrer-Brooks Award (outstanding MMAS thesis); The Hans Schlup Award (top International Student as voted by peers); the Simons Center Interagency Writing Award (original research and publication); the BG Benjamin Grierson Award (top strategist program student); the LTC (Ret) Ronald C. Ward Distinguished Special

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Operations Force Graduate Award (for the top SOF student as determined by the SOF Cell); and the LTC Boyd McCanna "Mac" Harris Leadership Award all for the resident CGSOC graduates. The Foundation provides the awards for the top academic performance, the top leaders, the top physical fitness score, and the best monograph from each of the Core Curriculum Courses taught at the four Satellite Campuses. In addition, the Foundation sponsors the Educator of the Year awards for both military and civilian instructors as selected by the College Leadership. All awards include a distinctive keepsake and are recorded publicly in the Awards Hall on the lower level of the Lewis and Clark Center. In 2017, we teamed with the college to recognize two retiring CGSC Title X faculty members that were given the title of Emeritus Faculty by the college. Also in 2017, we established the Ethics Writing Award given by the Shelton Distinguished Visiting Chair of Ethics during the annual Ethics Symposium. Finally, in 2017, we recognized five International Hall of Fame selectees during their induction ceremonies. Inductees must be a CGSC graduate, must have attained at least the highest position in their country's military, and must be nominated by the US Ambassador to that country. The inductees are enshrined in the IHOF located on third floor of the Lewis and Clark Center.

Ethics Symposium: The Foundation promotes leader development, enriches the College's academic environment, and encourages excellence in the faculty and student body through co-sponsorship with CGSC of the annual Ethics Symposium. This annual event started as an elective course partnering the foundation and the Department of Command and Leadership. Each symposium has a defining theme with keynote speakers, panel discussions, and scholarly paper presentations. Due to the popularity and importance of the

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symposium, in 2017 the college leadership directed to make the symposium mandatory for all students with the elective portion focusing on writing the scholarly papers. The theme for the 8th Annual Ethics Symposium was: "The Ethics of Future Warfare." All 1,100+ students, most of the faculty, and over 50 participants from other Army schools, academia, and the public attended the day and a half event. Twenty six papers were presented and two panels were provided by the Army War College and one by the Center for Army Profession and Ethics. The Shelton Distinguished Visiting Chair of Ethics provided the final address which received a standing ovation. Feedback from the students was overwhelmingly positive, the overall sentiment was that the symposium gave students time to reflect on the importance of ethics in military operations. The college has requested that the Foundation support the 9th Annual Ethics Symposium for the entire class in 2018.

Leadership programs: The Foundation enriches the College's academic environment, fosters a strong relationship between the military and the private sector, and promotes leader development through support to various leadership programs. As part of this program, the Foundation conducted an Executive Leadership Summit co-sponsored with the University of Kansas School of Business on February 17. The summit was a one day conference with 75 emerging and senior leaders in attendance. We had three panels featuring senior leaders from Kansas City businesses focusing on the challenges of developing leadership skills in the upcoming generation. Each panel also included a military member and an academician to discuss leader development from three specific perspectives. The summit was successful and received high survey results. The Foundation is partnering with Kansas State University for 2018 and planning a Leaders of Tomorrow program of events

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throughout the year.

Family Support Programs: The Foundation enriches the College's academic environment, promotes leader development, and encourages excellence in the faculty and student body by supporting programs that enrich the lives of our military and their families. After 15 years of continuous conflict, military members and their families are under significant stress. The Foundation provides materials and activity items in support of the Ike Skelton Combined Arms Research Library youth reading programs conducted annually and during the summer youth programs. The materials supported a total 1,287 youths in four separate programs including two youth summer camp reading programs, a youth activity day during in-processing, and the weekly Thursday morning pre-school reading and activity program. Activity programs included "Talk Like a Pirate Day" and a balloon animal event. The library programs are designed to help bridge the learning gap as DOD families relocate during the summer season by encouraging reading throughout the summer to maintain educational skills as they prepare for the new school season. In 2017, the library staff established an adult book club "kit" with multiple copies of popular titles along with a reader's guide and recommended suggestions for establishing and conducting reading club events. The kits will be included in 2018 library featured events. The Foundation supported the International Military Student families through support to the Operation International Spouse Support group traditional American Thanksgiving Celebration which teaches international students and their families how Americans support this traditional holiday. We team with OISS and the local Rotary Club to sponsor the food and service for over 250 students and family members and their US sponsors. Finally, we supported

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the Army Community Service student spouse education program with printed materials for 261 spouses. The course helps prepare CGSC student spouses to fulfill their role as a senior spouse when their military member is assigned to a unit after graduation.

General Colin Powell Lecture: The Foundation enriches the College's academic environment, fosters a strong relationship between the military and the private sector, and encourages excellence in the faculty and student body through sponsorship of the General Colin Powell Lecture. In 2017, the college requested that the Foundation use the Powell Lecture to support the C200 block of instruction on national strategy formulation. This request entailed the Powell Lecture occurring as the first guest lecture of the year in August during the second week of class. This year, we brought in Mr. Mike Rogers, former Congressman and Chair of the House Intelligence Committee, former FBI agent, and current CNN regular contributor. Mr. Rogers was exceptionally well received by the students for his humor, insights, and straight forward responses during the question and answer portion of the talk. Numerous strategy instructors noted that the Powell Lecture gave the students a much needed perspective on how the national strategy is developed and their role as staff officers in providing input.

Covey "7 Habits of Highly Successful Military Families" Workshop: The Foundation enriches the College's academic environment and encourages excellence in the faculty and student body through these workshops conducted for students and faculty and their spouses. The Foundation provides the instructors and material support for two Covey 7 Habits of

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Successful Military Families workshops conducted during the year. These workshops provide a much needed framework for applying universal, self-evident principles that enable family members to better communicate their problems and resolve them successfully. These workshops are offered outside of formal CGSC classes as an extracurricular activity. In 2017, we conducted one workshop for a total of 6 couples in February. While this was a successful workshop, we had more signed up than showed up. For the fall workshop, we had 14 couples signed up but they all dropped out prior to the event. After analysis of the reasons for the drop, we made the decision to cancel the fall workshop. Our analysis concluded that there are adequate resources available for couples in the community including those sponsored by the college chaplain. Therefore, we determined that our program is no longer necessary but we will continue to maintain the materials and monitor the family situation in each class and bring the workshop back if the need arises.

Mac Harris Award: The Foundation encourages excellence in the faculty and student body through the establishment of the LTC Boyd McCanna "Mac" Harris Leadership Award with an endowment from Moira and Gary Sinise. The award recognizes the leader that demonstrates qualities of inspirational and motivational leadership throughout the year at CGSC as determined by the Department of Command and Leadership faculty. The award presented is a 2013 General of the Army Commemorative US Silver Dollar with the likeness of Generals Dwight D. Eisenhower and George C. Marshall given in a presentation case with engraved plates for the name of the award and the student. The expenses are associated with the procurement of the plates, the engraving, and the presentation on the day of the award.

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LTC Ronald C. Ward Award: The Foundation encourages excellence in the faculty and student body through the establishment of the LTC Ron C. Ward Distinguished Special Operations Force Student Award which recognizes the outstanding SOF graduate of the course as determined by the Director of the SOF Department at CGSC. LTC Ward was a SOF instructor in the department until the time of his death and his family endowed the award in his name in conjunction with the SOF Department in order to recognize excellence in Special Operations Force students. The department faculty determines the award winner based on established criteria. The student receives a replica of a Roman Gladius sword engraved with the student's name and class. The award is given the day prior to graduation because it is a specialized award for which only SOF students are eligible.

Hans Schlup Award: The Foundation encourages excellence in the faculty and student body through support to the MG Hans Schlup Award. The award is named in memory of MG Hans Schlup, CGSC Class of 1978 and recognizes the top International Military Student as selected by the international class of officers. This is the only award for excellence where the awardee is chosen by the students. The award was endowed by the CGSC Class of 1978. The award is a crystal globe mounted on a wooden base with the student's name engraved. In 2017, MG Schlup's widow, Ursula Schlup passed away and class members added to the endowment with the express intent to provide support to international family programs which will be reflected in 2018.

NSRT: The Foundation enriches the College's academic environment, fosters a strong relationship between the military and the private sector, and

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encourages excellence in the faculty and student body by sponsoring the National Security Round Table (NSRT). This program is an educational symposium sponsored by either SAMS or DJIMO and supported logistically by the Foundation. Community leaders from business, civic, and education are invited to participate in a two-day seminar on a topic of interest. In 2017, we conducted two NSRT with the first in March co-sponsored with the School of Advanced Military Studies and in October co-sponsored with the Department of Joint, Interagency, and Multinational operations. The topic for the spring NSRT was "Operational Planning in a Dangerous and Dynamic Environment" which for the first time featured presentations from students based on their monograph research. Retired Ambassador Laura Kennedy from the DACOR organization was the keynote speaker to start the event with a discussion of the world environment from her perspective as former Deputy Assistant Secretary of State. The fall NSRT theme was "China: Awakening the Dragon" featuring a video teleconference with Admiral Mike Rogers, Director of the National Security Agency who discussed the challenges of cyber warfare and China. We hosted a total of 33 business and civic leaders, mostly from the Kansas City area along with guests from Washington, D.C., New York City, and Dallas. The students and faculty prepared scholarly presentations and volunteer students were linked with the NSRT participants for discussion and learning throughout the program. A special feature of the SAMS sponsored NSRT was that the participants assisted the course educational objectives by role playing as senior officers for the SAMS student presentations. The Foundation provides the logistical planning, interfaces with the community leaders, and manages all logistical support for the events.

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General Hugh Shelton Distinguished Visiting Chair of Ethics: The Foundation promotes leader development, encourages excellence in the faculty and student body, and enriches the College's academic environment through the Shelton Distinguished Chair of Ethics. The Chair is a Foundation program with a distinguished academician and professional ethicist of note who visits the College to sit in on classes, provide voluntary advice for master's degree candidates conducting research in the area of ethics, conduct instructor training seminars, serve as the host and sponsor for the annual Ethics Symposium, and provide advice on ethics instruction program development. In 2017, the Foundation selected Dr. Shannon French from Case Western Reserve University as the Shelton Chair. She is a distinguished and world recognized ethicist who serves as Professor of Ethics as well as the Director of the Inamori Center for International Ethics. Dr. French authored the book "Code of the Warrior" which analyzed military codes of ethics throughout history. As the hosting sponsor for the Foundation's support to the 8th Annual Ethics Symposium, she gave the closing keynote address which received a standing ovation from the entire class. She coached and mentored a CGSC student as part of the newly established advanced writing for publication elective begun for the Class of 2018. She conducted an exchange visit with the University of Missouri at Kansas City School of Law. She assisted the Foundation with planning for the 9th annual Ethics Symposium for spring 2018.

General of the Armies John J. Pershing Great War Centennial Lecture Series: The Foundation enriches the academic environment, fosters a strong relationship between the military and the private sector, enhances the institution's research activities, and encourages excellence in the faculty

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and student body through support to the Pershing Lecture series. The CGSC Department of Military History is conducting a 5-year program of extracurricular lectures to commemorate the 100-year anniversary of World War I. Lectures focus on important lessons from the Great War that still apply to today's conflicts. In 2017, we continued our partnership with the National WWI Museum in Kansas City so that lectures were held in Leavenworth and then three to six weeks later the same lecture was held at the WWI Museum. This gave exposure of these important historical lectures to a far greater population. In 2017, we hosted four lectures with average attendance of 45 participants for each Leavenworth lecture and 125 for each WWI Museum lecture. The first lecture was "Lawfare" by Dr. Mark Hull. The second lecture was "The Giant with Feet of Clay - the U.S. Enters the War" by Dr. Shawn Faulkner. The third lecture was "The German Homefront" by Dr. Scott Stephenson. The fourth lecture was "The Russian Revolution" by Drs. Gates Brown and Sean Kalic. This fourth lecture had a full auditorium at the WWI Museum with over 250 attendees. The lectures are conducted in the evenings for interested students, faculty, staff, family members, and the public at large. The Foundation hosts a reception and provides advertising and promotional materials for each lecture.

DACOR Distinguished Visiting Professor of Diplomacy: The Foundation enriches the College's academic environment, fosters a strong relationship between the military and private sector, and promotes leader development through sponsorship of the DACOR Distinguished Professor of Diplomacy. The Simons Center co-sponsors this program in cooperation with the Diplomatic and Consular Officer-Retired (DACOR) organization in Washington, DC. This program provides a recently retired U.S. Foreign Service Officer (normally

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a retired Ambassador) to support instruction during elective periods twice a year. The Ambassador conducts faculty development courses, special presentations on an area of specialty, and extra-curricular presentations as required. In 2017, we had two different Ambassadors support the college. Retired Ambassador Laura Kennedy, former Deputy Assistant Secretary of State completed the Class of 2017 DACOR program with a visit in early April to keynote the NSRT and to visit CGSC electives. Retired Ambassador Deborah McCarthy, former U.S. Ambassador to Lithuania was the Class of 2018 DACOR visitor. She visited in December to support SAMS during their strategic planning course of instruction. Both ambassadors also were guests of the Kansas City Chapter of the International Relations Council, the Starr Global Fund at the University of Saint Mary, and Park University.

Vietnam Commemoration Commission Lecture Series: The Foundation enriches the academic environment, fosters a strong relationship between the military and the private sector, enhances the institution's research activities, and encourages excellence in the faculty and student body through support to the Vietnam Commemoration Lecture Series. This was the second year for the lecture series and grew out of the Fort's support to the National Vietnam Commemoration Commission. The foundation partnered with the CGSC George C. Marshall Chair in Military History; the US Army Fort Leavenworth Garrison Command; and the Henry Leavenworth Chapter of AUSA to sponsor these extracurricular lectures focusing on the history of the conflict as well as the lessons we need to learn for the present. In 2017, we sponsored six lectures with an average of 38 participants for each and we conducted them both at the college and at the Stove Factory Loft Event Space in Leavenworth. During the lectures, the Fort Leavenworth

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Garrison Commander presented Vietnam Veteran lapel pins to those veterans present as part of a national program to thank our veterans and help heal the wounds of the war. The first lecture in January featured a visiting professor, Dr. Greg Daddis from Chapman University who was a published expert on General William C. Westmoreland. His talk was titled "Reassessing Westmoreland's War." In March, Dr. John Curatola presented "Operation Rolling Thunder." In April, COL (Retired) Susan Bachs presented "The Role of Women in the Vietnam War." In May, Dr. Rich Kiper presented "Special Forces in Vietnam." In October, Dr. John Keuhn presented "Naval Operations in the Vietnam War." And in December, Dr. Jim Willbanks presented "The CORDS Program." This is a multi-year effort to host approximately four lectures per year.

College Mission Support: The Foundation enriches the College's academic environment, fosters a strong relationship between the military and the private sector, encourages excellence in the faculty and student body, and promotes leader development through sponsorship of various College missions. This includes support to the annual Eagle-Owl exchange exercise with 200 officers from British Staff College; support to the Commandant's welcome reception and the SAMS Director welcome; support to the annual Leadership Kansas visit at the College; sponsorship for a team of faculty and students at the World Quest competition hosted by the KC IRC; and other support as requested by the College leadership on behalf of students, faculty, and staff. In 2017, the Foundation supported the visit by the CGSC Board of Visitors which serves an important part of the accreditation process. We supported the accreditation team for the Professional Accreditation of Joint Education which was evaluating the SAMS senior

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service college program. In addition, the Foundation provided representation items for CGSOC students taking electives that included exchange visits to the British, French, German, Argentinian, and Australian staff colleges. Finally, we provided the Deputy Commandant Challenge Coins which recognizes excellence by the faculty, staff, and students.

Women's Conference: The Foundation fosters a strong relationship between the military and the private sector, promotes leader development, and enriches the College's academic environment through sponsorship of a women's conference. The 2016 event was the inaugural event for what we hoped would be a long term program. The conference theme was: "Inspire-Educate-Motivate" and was designed for women from the military, government civilians, spouses, and government contractors to participate in a variety of activities that combined fun and education. The conference grew out of previous conferences run by Army Community Service which no longer offers the events although the need continues. Using lessons learned from the 2016 conference, we designed the 2017 conference as a one day event. Unfortunately, the pre-registered attendance did not materialize and we were forced to cancel the event. We continue to look for events that fill the need for the future.

Gift Shop: The Foundation encourages excellence in the faculty and student body and maintains contact with alumni through the Gift Shop program. The gift shop provides a visible representation of the Foundation for the students. The shop makes available "Foundation Gear" for retail sale to promote the mission of the Foundation beyond the programs. Each year the shop produces a holiday ornament that commemorates CGSC, Fort Leavenworth,

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the International Officer program or other aspect of the Leavenworth experience. The shop sells class rings that are a visible reminder of the importance of CGSC in a student's life. In 2017, we continued to paint seasonal murals on the gift shop windows to stimulate interest in the Foundation.

Art of War Initiative: The Foundation enriches the College's academic environment, fosters a strong relationship between the military and the private sector, encourages excellence in the faculty and student body, and maintains contact with alumni through the Art of War Initiative. The initiative was established in 2016 as a means to preserve, protect, promote, and present the unique CGSC collection of art and gifts that the college has been accumulating since 1934. The CGSC does not have the capability, the resources, or the manning to archive and present the over 3,800 items in the collection. The Foundation established a partnership with the Todd Weiner Gallery in Kansas City to serve as the subject matter experts for the project. In 2017, we conducted three exhibits in the Kansas City community which had over 2,500 visitors for the collections and to learn about the fort and the college. We held exhibits at the Lenexa City Hall in March and April; at the Box Gallery at Commerce Bank in downtown Kansas City in June and July which included two educational events; and finally at the Johnson County Public Library System in September and October. The project was featured in the Smithsonian Magazine Online edition in September; in the KC Culture Fall Edition; and online and on air with KCUR Public Broadcasting. The team began the plan for a curated exhibit on second floor of Lewis and Clark that features the International Military Student Program and the International Hall of Fame. As part of the

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initiative, we contracted with a local artist to paint the Presidential Portrait for President Donald Trump to continue the Foundation's support of the Commander in Chief Hallway outside Eisenhower Auditorium. While the initiative was a public relations success, it was not well supported by donors so we have cut back events and exhibits significantly for 2018 until and unless we get additional support.

Form 990, Part VI, Line 4 - Significant Changes to Organizational Documents

On May 2, 2017, the Board of Trustees voted to amend the Articles of Incorporation for the organization. Article XII, Section 2, stated that amendments to the Bylaws must be approved by a majority vote of the Executive Committee present and voting in a duly constituted meeting. This was amended so that Bylaw amendments must be approved by a majority vote of the Board of Trustees.

On November, 7, 2017, the Board of Trustees voted to amend the Bylaws of the organization. Substantial changes are as follows:

Article II, Section 3: Mission was amended to expand the scope of the mission to account for organizational changes at the United States Army Command and General Staff College.

Article III, Section 2: The maximum number of board members was decreased from 90 to 40 individuals.

Article III, Section 3: Election of trustees is done by a majority vote of a quorum of trustees present at the annual meeting, changed from a quorum

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of trustees currently in office.

Article III, Section 5: Trustee removal from office is done by a majority vote of trustees present at any properly constituted meeting, and can no longer be removed by a two-thirds majority vote of the Executive Committee.

Article III, Section 6: Annual meeting of the board of trustees will be in August, changed from September.

Article III, Section 9: Quorum is now defined as one-half of the trustees then in office actually present or participating via electronic means at any meeting, changed from one-third. This section also eliminates the use of proxy voting to fulfill quorum requirements.

Article III, Section 10: Change was made to expand the definition of participation in a board or committee meeting to include attendance by electronic means where the attendees must hear each other at the same time, and be able to speak and be heard by others participating.

Article III, Section 10a: Change was made to eliminate the use of proxy voting for all trustee meetings.

Article III, Section 11: The definition of trustee vote is updated to include interactive electronic means vote, and eliminates proxy voting.

Article V, Section 1: Officers were redefined to include a Chair, Vice Chair(s), a Secretary, a Treasurer, a Legal Advisor, and such other

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officers as from time to time the board may deem necessary. Vice President office was eliminated, and General Counsel officer role was redefined as Legal Advisor.

Article V, Section 3: Term of office for each officer was decreased from three years to two years.

Article V, Section 6: Section was revised to define the number and the role of the Vice Chair(s). At a minimum, the board shall elect a 1st Vice Chair which shall have such powers and perform such duties as the Chair may prescribe. In the event that the Chair is absent or unable to act, the 1st Vice Chair shall perform all the duties and may exercise the power of the Chair. The 1st Vice Chair shall be considered above all others for election to the Chair when that term expires. The Board shall also elect at least one Vice Chair that has a distinguished record of military service to support the Foundation in liaison with CAC and College leadership and to server honorary duties as determined by the Chair. Finally, the Board may elect Vice Chair(s) to perform duties as designated by the Board or the Chair in the furtherance of Foundation objectives.

Article V, Section 9: The General Counsel office was redefined as Legal Advisor.

Article VI: This article and its subsections were rewritten to redefine and reorganize supporting committees for the board of trustees. Committees formerly defined by the bylaws include: Executive, Development, Finance and Audit, Programs and Planning, Nominating, Bylaws Review, and Special

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committees. The redefined and reorganized committees include the following:

Section 1: Executive Committee was redefined to include the chairs of all board committees.

Section 2: Governance Committee was created to take on the roles of the former Nominating and Bylaws Review committees. The primary role of the Governance Committee is to institutionalize best practices in three areas: strategic board recruitment; effective board management; and assessment and revitalization. The Committee responsibilities include:

\*Identify skills and expertise needed by the Board based on the Foundation's strategic plan;

\*Address Board composition and recruit and nominate new Board members who are capable of advancing the Mission of the Foundation for election by the full Board;

\*Orient and provide for mentoring new Board members regarding the history and traditions of the Foundation and the College, and the expectations for responsible Board leadership and stewardship;

\*Work with the Board Chair and the Chief Executive Officer of the Foundation to promote ongoing learning and growth of all Board members;

\*Assess Board member participation, commitment, and contribution to governance duties, and consider suitability for re-election to the Board;

\*Evaluate and recommend necessary changes to the Board structure, processes, and guiding documents (bylaws, policies);

\*Assess the Board's own performance periodically;

\*Recommend qualified Board leaders for election as Officers and Committee

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chairs.

Section 3: Finance and Investment Committee was split from the former Finance and Audit Committee. The committee is to provide oversight by reviewing financial statements and the budget and ensuring that the board's policies and strategic priorities are reflected in the budget. The Treasurer shall serve as Chair of the committee, and shall include such other board members and non-board member advisors as deemed appropriate.

Section 4: Audit Committee was split from the former Finance and Audit Committee. The Chair shall appoint an Audit Committee to retain professional services annually of qualified independent auditors who are Certified Professional Accountants to review and report to the Board on the financial management and fiscal health of the Foundation. The Audit Committee will be responsible for soliciting qualified professional audit firms familiar with nonprofit accounting and management to perform the annual audit. To ensure independence of the annual audit, the Chair of the Board shall appoint a Chair of the Audit Committee who is a member of the Board, but not the Treasurer. Other Audit Committee members may be Board members or non-Board members who have expertise in the field of financial management, investments, and nonprofit management and accounting. Annual audit findings and management letters will be shared with the Finance and Investment Committee and presented to the members of the full Board.

Section 5: Human Resources Committee was created as a standing committee, and replaces the former Personnel Committee and Compensation Committee (former special committees). The Chair shall appoint a Human Resources

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Committee to be chaired by a member of the Board and to consist of such number of persons as the Board of Trustees may determine appropriate. The Human Resources Committee will ensure that the Foundation has appropriate compensation and benefit policies in place for all paid staff of the Foundation commensurate with their levels of responsibility and tenure with the Foundation and consistent with comparable nonprofit organizations of similar size and scope. The Human Resources Committee also will ensure that job descriptions are written for the Chief Executive Officer and all other staff positions of the Foundation and that annual goals are developed for the CEO of the Foundation. An annual performance evaluation survey will be conducted of the Chief Executive Officer under the supervision of the Human Resources Committee. The Human Resources Committee will prepare an annual evaluation survey for the Chief Executive Officer and will solicit input from all members of the Board. The Human Resources Committee Chair will compile the results of the survey and provide to the Chair and President for approval and action.

Section 6: Program and Evaluation Committee replaces the former Programs and Planning Committee. The Chair shall appoint a Program and Evaluation Committee to consist of such number of persons as the Board of Trustees may determine advisable, and to have such duties and perform such functions as the Board may deem appropriate. The Program and Evaluation Committee shall be chaired by a member of the Board, and include Board members and non-Board members. Using a matrix approval process developed by the Program and Evaluation Committee in conjunction with the staff and approved by the board, The Program and Evaluation Committee will work with the CEO to oversee ongoing Foundation programs and evaluate their effectiveness in

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meeting the Mission of the Foundation. The Program and Evaluation Committee also will consider new programs that will serve the Foundation's Mission for which existing or new resources are available to initiate these new programs. The Program and Evaluation Committee will work closely with the Resource Development Committee toward this purpose and using the matrix approval process will present these new programs to the Board for approval.

Section 7: Resource Development Committee replaces the former Development Committee. The Chair shall appoint a Resource Development Committee to consist of such number of persons as the Board of Trustees may determine advisable, and to have such duties and perform such functions as the Board may deem appropriate. The Resource Development Committee shall be chaired by a member of the Board and include Board members and may include non-Board members. The committee works with the Chair, CEO and development staff to provide input for developing the fundraising plan and engaging the entire board in fundraising. It is expected that every board member, including the development committee members should make a meaningful personal contribution according to his or her means to the organization. The Resource Development Committee will work closely with the Programs and Evaluation Committee and the Foundation staff to ensure that sufficient operating resources are provided and that all existing and proposed new programs have sufficient funding to succeed in achieving the Foundation's mission. The Resource Development Committee will engage all Board members to identify potential sources of support; to engage and cultivate those sources; and to obtain the financial resources necessary to sustain and grow the Foundation.

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Article VII, Section 1: This section is changed to add the role of President to the CEO position, and defines the staff position as a non-voting member of the Board of Trustees.

Article VII, Section 5: Succession is redefined. In the event the President and CEO is absent or unable to act, the Chair or, in the Chair's absence, the 1st Vice Chair of the Foundation shall appoint a staff member to temporarily assume the responsibility and authority of the President and CEO.

Article VII, Section 39: This section, defining the role of the Chief Operating Officer, was removed from the Bylaws.

Article IX, Section 3: The Finance and Investment Committee is defined as establishing appropriate policies for the use of funds in the endowment fund with the approval of the Board. This function was formerly authorized by the Executive Committee.

Article IX, Section 5: The Board of Trustees shall approve an annual budget as recommended by the Finance and Investment Committee. This function was formerly authorized by the Executive Committee.

Article X, Section 1: The Conflict of Interest policy, Whistleblower policy and Records Retention policy were added as permanent records of the Foundation.

Article XIII, Section 1: Amendments to the bylaws may be amended upon

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recommendation of the Governance Committee and approved by the majority vote of the Board of Trustees. The bylaws could formerly be amended by the Executive Committee.

Form 990, Part VI, Line 11b - Organization's Process to Review Form 990  
Form 990 is reviewed and approved by the Audit Committee. The approved Form 990 is then sent to the entire Board of Trustees for review and comment. After review period, the CEO signs and submits the Form 990.

Form 990, Part VI, Line 12c - Enforcement of Conflicts Policy  
In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the trustees and members of committees with governing board delegated powers considering the proposed transaction or arrangement. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, the interested person shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or

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possible conflict of interest, it shall take appropriate action, including any corrective action.

Form 990, Part VI, Line 15a - Compensation Process for Top Official

The Board of Trustees established a Human Resources (HR) Committee that evaluates the CEO on an annual basis. The Chairman of the HR Committee consolidates the information and presents his findings to the HR Committee. The HR Committee reviews comparability data, past performance and independent executive compensation information to determine if any adjustments should be made. The Chairman of the HR Committee reports his findings and recommendations to the Board annually.

Form 990, Part VI, Line 15b - Compensation Process for Officers

Periodic reviews shall be conducted no less frequently than annually. The periodic reviews shall, at a minimum, include whether compensation and other arrangements and benefits are reasonable, based on market conditions and Foundation performance.

Form 990, Part VI, Line 19 - Governing Documents Disclosure Explanation

The Form 990 is listed on the GuideStar website and available upon request through the Foundation business office. The Bylaws and Annual Reports are listed on the Foundation website. All of the founding documents (Form 1023, Articles of Incorporation, Bylaws, and Conflict of Interest Policy) are available upon request through the Foundation business office.

Form 990, Part XI, Line 9 - Other Changes in Net Assets Explanation

Pledges receivable time value discount book/tax difference \$ 696

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<b>Gift shop cost of sales - adjustment to revenue</b>	<b>\$ 24,604</b>
<b>Gift shop cost of sales - adjustment to expenses</b>	<b>\$ -24,604</b>
<b>Pledge receivable write off</b>	<b>\$ -24,000</b>
<b>Book / Tax Depreciation Difference</b>	<b>\$ 1,828</b>
<b>Total</b>	<b>\$ -21,476</b>