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**HARRY S. TRUMAN LIBRARY  
INSTITUTE FOR NATIONAL AND  
INTERNATIONAL AFFAIRS**  
FINANCIAL STATEMENTS  
SEPTEMBER 30, 2025

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CERTIFIED PUBLIC ACCOUNTANTS & BUSINESS CONSULTANTS

## Independent Auditors' Report

Board of Directors  
Harry S. Truman Library Institute  
For National and International Affairs  
Kansas City, Missouri

### Report On The Financial Statements

#### *Opinion*

We have audited the financial statements of Harry S. Truman Library Institute For National and International Affairs which comprise the statement of financial position as of September 30, 2025 and 2024, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Harry S. Truman Library Institute For National and International affairs as of September 30, 2025 and 2024, and the changes in net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis For Opinion*

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities For The Audit Of The Financial Statements section of our report. We are required to be independent of Harry S. Truman Library Institute for National and International Affairs and to meet our ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Responsibilities Of Management For The Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Harry S. Truman Library Institute For National and International Affairs' ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

### ***Auditors' Responsibilities For The Audit Of The Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with auditing standards generally accepted in the United States of America, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

Board of Directors  
Harry S. Truman Library Institute  
For National and International Affairs

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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Harry S. Truman Library Institute For National and International Affairs' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in aggregate, that raise substantial doubt about Harry S. Truman Library For National and International Affairs' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, amount other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

*RubinBrown LLP*

February 5, 2026

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

**STATEMENT OF FINANCIAL POSITION**

Assets		September 30,	
		2025	2024
<b>Current Assets</b>			
Cash	\$	240,671	\$ 257,275
Promises to give		148,093	462,688
Prepaid expenses		87,500	—
<b>Total Current Assets</b>		<b>476,264</b>	<b>719,963</b>
<b>Other Assets</b>			
Investments		22,289,456	19,878,434
Promises to give		50,501	65,501
ROU asset		95,816	147,124
<b>Total Other Assets</b>		<b>22,435,773</b>	<b>20,091,059</b>
<b>Property And Equipment, Net</b>		<b>28,467</b>	<b>35,090</b>
<b>Total Assets</b>	\$	<b>22,940,504</b>	\$ <b>20,846,112</b>
<b>Liabilities And Net Assets</b>			
<b>Current Liabilities</b>			
Accounts payable	\$	107,392	\$ 90,822
Accrued expenses		140,917	125,999
Conditional contributions received in advance		524,511	676,112
Deferred revenue		108,087	128,826
Current portion of operating lease liability		53,783	51,308
<b>Total Current Liabilities</b>		<b>934,690</b>	<b>1,073,067</b>
<b>Noncurrent Liabilities</b>			
Long-term portion of operating lease liability		<b>42,033</b>	<b>95,816</b>
<b>Net Assets</b>			
Without donor restrictions:			
Board designated:			
Endowment fund		4,825,351	3,849,338
Reserve fund		2,623,905	2,216,265
Preventative maintenance fund		703,213	715,416
Undesignated		<b>4,877,057</b>	<b>4,102,632</b>
		<b>13,029,526</b>	<b>10,883,651</b>
With donor restrictions		<b>8,934,255</b>	<b>8,793,578</b>
<b>Total Net Assets</b>		<b>21,963,781</b>	<b>19,677,229</b>
<b>Total Liabilities And Net Assets</b>	\$	<b>22,940,504</b>	\$ <b>20,846,112</b>

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

**STATEMENT OF ACTIVITIES  
For The Year Ended September 30, 2025**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Support And Revenues</b>			
Interest and dividends	\$ 367,277	\$ 170,998	\$ 538,275
Contributions and grants	3,776,642	663,311	4,439,953
Annual memberships	313,345	—	313,345
Special event income (expense), net of expenses	(164,998)	—	(164,998)
White House Decision Center revenues	55,676	—	55,676
Other revenue	22,193	—	22,193
	4,370,135	834,309	5,204,444
Net assets released from restrictions	1,283,795	(1,283,795)	—
<b>Total Support And Revenues</b>	<b>5,653,930</b>	<b>(449,486)</b>	<b>5,204,444</b>
<b>Expenses</b>			
Program expenses	2,103,395	—	2,103,395
Management and general	532,697	—	532,697
Fundraising	1,923,215	—	1,923,215
<b>Total Expenses</b>	<b>4,559,307</b>	<b>—</b>	<b>4,559,307</b>
<b>Support And Revenues In Excess Of Expenses</b>	<b>1,094,623</b>	<b>(449,486)</b>	<b>645,137</b>
Net unrealized gains on investments	911,440	547,884	1,459,324
Net realized gains on investments	139,812	42,279	182,091
<b>Change In Net Assets</b>	<b>2,145,875</b>	<b>140,677</b>	<b>2,286,552</b>
<b>Net Assets - Beginning Of Year</b>	<b>10,883,651</b>	<b>8,793,578</b>	<b>19,677,229</b>
<b>Net Assets - End Of Year</b>	<b>\$ 13,029,526</b>	<b>\$ 8,934,255</b>	<b>\$ 21,963,781</b>

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

**STATEMENT OF ACTIVITIES  
For The Year Ended September 30, 2024**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Support And Revenues</b>			
Interest and dividends	\$ 326,023	\$ 177,460	\$ 503,483
Contributions and grants	1,928,351	3,060,765	4,989,116
Annual memberships	290,378	—	290,378
Special event income (expense), net of expenses	(167,522)	—	(167,522)
White House Decision Center revenues	—	63,635	63,635
Other revenue	45,386	—	45,386
	2,422,616	3,301,860	5,724,476
Net assets released from restrictions	3,273,818	(3,273,818)	—
<b>Total Support And Revenues</b>	5,696,434	28,042	5,724,476
<b>Expenses</b>			
Program expenses	3,033,663	—	3,033,663
Management and general	677,012	—	677,012
Fundraising	1,865,452	—	1,865,452
<b>Total Expenses</b>	5,576,127	—	5,576,127
<b>Support And Revenues In Excess Of Expenses</b>	120,307	28,042	148,349
Net unrealized gains on investments	1,662,535	1,124,309	2,786,844
Net realized gains (losses) on investments	63,761	(17,529)	46,232
<b>Change In Net Assets</b>	1,846,603	1,134,822	2,981,425
<b>Net Assets - Beginning Of Year</b>	9,037,048	7,658,756	16,695,804
<b>Net Assets - End Of Year</b>	\$ 10,883,651	\$ 8,793,578	\$ 19,677,229

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

**STATEMENT OF FUNCTIONAL EXPENSES  
For The Year Ended September 30, 2025**

	Program Expenses	Management And General	Fundraising	Total
Grants and awards	\$ 93,012	\$ —	\$ —	\$ 93,012
Personnel	946,174	301,955	444,219	1,692,348
Volunteer/intern services	2,284	—	—	2,284
Office products and services	—	23,724	—	23,724
Office lease and utilities	8,659	28,972	28,972	66,603
Fundraising products and services	—	—	1,163,964	1,163,964
Special events	—	—	224,996	224,996
Public programs	285,394	—	—	285,394
Meetings	—	12,692	—	12,692
Education	55,831	—	—	55,831
Summer Teacher Institute	53,559	—	—	53,559
Exhibits	75,945	—	—	75,945
Annual membership programs	—	—	38,060	38,060
Professional fees	—	165,354	248,000	413,354
Public relations and advertising	228,351	—	—	228,351
White House Decision Center	51,228	—	—	51,228
TRU Magazine Publication	24,988	—	—	24,988
Website design and hosting	23,284	—	—	23,284
Contingency/other	2,748	—	—	2,748
Preventative maintenance	88,723	—	—	88,723
Capital improvements at the Truman Library	163,215	—	—	163,215
<b>Total expenses by function</b>	<b>2,103,395</b>	<b>532,697</b>	<b>2,148,211</b>	<b>4,784,303</b>
Less: Cost of direct benefit to donors	—	—	(224,996)	(224,996)
<b>Total Expenses</b>	<b>\$ 2,103,395</b>	<b>\$ 532,697</b>	<b>\$ 1,923,215</b>	<b>\$ 4,559,307</b>

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

**STATEMENT OF FUNCTIONAL EXPENSES  
For The Year Ended September 30, 2024**

	Program Expenses	Management And General	Fundraising	Total
Grants and awards	\$ 105,226	\$ —	\$ —	\$ 105,226
Personnel	861,967	307,621	412,049	1,581,637
Volunteer/intern services	5,145	—	—	5,145
Office products and services	—	77,976	—	77,976
Office lease and utilities	8,639	28,908	28,908	66,455
Bad debt expense	—	—	500	500
Fundraising products and services	—	—	1,355,083	1,355,083
Special events	—	—	231,520	231,520
Public programs	530,036	—	—	530,036
Meetings	—	18,338	—	18,338
Education	66,879	—	—	66,879
Summer Teacher Institute	47,227	—	—	47,227
Exhibits	52,012	—	—	52,012
Annual membership programs	—	—	20,912	20,912
Professional fees	—	244,169	48,000	292,169
Public relations and advertising	491,868	—	—	491,868
White House Decision Center	62,304	—	—	62,304
TRU Magazine Publication	66,896	—	—	66,896
Website design and hosting	19,004	—	—	19,004
Contingency/other	879	—	—	879
Preventative maintenance	33,641	—	—	33,641
Capital improvements at the Truman Library	681,940	—	—	681,940
<b>Total expenses by function</b>	<b>3,033,663</b>	<b>677,012</b>	<b>2,096,972</b>	<b>5,807,647</b>
Less: Cost of direct benefit to donors	—	—	(231,520)	(231,520)
<b>Total Expenses</b>	<b>\$ 3,033,663</b>	<b>\$ 677,012</b>	<b>\$ 1,865,452</b>	<b>\$ 5,576,127</b>

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

**STATEMENT OF CASH FLOWS**

	For The Years	
	Ended September 30,	
	2025	2024
<b>Cash Flows From Operating Activities</b>		
Change in net assets	\$ 2,286,552	\$ 2,981,425
Adjustments to reconcile change in net assets to net cash from operating activities:		
Depreciation	5,518	9,813
Loss on disposal of fixed assets	1,105	—
Net unrealized and realized gains on investment transactions	(1,641,415)	(2,833,076)
Changes in assets and liabilities:		
Promises to give	319,595	624,037
Grants receivable	—	230,474
Prepaid expenses	(87,500)	—
Accounts payable	16,570	(143,955)
Conditional contributions received in advance	(151,601)	676,112
Deferred revenue	(20,739)	19,258
Accrued expenses	14,918	20,665
<b>Net Cash Provided By Operating Activities</b>	<b>743,003</b>	<b>1,584,753</b>
<b>Cash Flows From Investing Activities</b>		
Purchases of investments	(2,645,066)	(4,236,983)
Proceeds from sale of investments	1,875,459	2,806,512
Purchases of fixed assets	—	(26,264)
<b>Net Cash Used In Investing Activities</b>	<b>(769,607)</b>	<b>(1,456,735)</b>
<b>Cash Flows Provided By Financing Activities</b>		
Receipt of promises to give related to capital campaign	10,000	20,000
<b>Net Increase (Decrease) In Cash And Cash Equivalents</b>	<b>(16,604)</b>	<b>148,018</b>
<b>Cash And Cash Equivalents - Beginning Of Year</b>	<b>257,275</b>	<b>109,257</b>
<b>Cash And Cash Equivalents - End Of Year</b>	<b>\$ 240,671</b>	<b>\$ 257,275</b>

# HARRY S. TRUMAN LIBRARY INSTITUTE FOR NATIONAL AND INTERNATIONAL AFFAIRS

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## NOTES TO THE FINANCIAL STATEMENTS September 30, 2025 And 2024

### 1. Nature Of Organization

The Harry S. Truman Library Institute for National and International Affairs (the Institute), is a Missouri not-for-profit corporation whose purpose is to support and promote the Harry S. Truman Presidential Library in Independence, Missouri (the Library), as a major center for research and study. The Institute solicits public and private contributions to allocate among various programs and services. Programs and services supported by the Institute include grants for research study at the Truman Library, education programs and renovations to the Truman Library.

### 2. Summary Of Significant Accounting Policies

#### Basis Of Accounting

The accompanying financial statements have been prepared on the accrual basis of accounting.

#### Basis Of Presentation

Financial statement presentation follows the requirements of accounting principles generally accepted in the United States of America by presenting assets and liabilities within similar groups and classifying them in ways that provide relevant information about their interrelationships, liquidity, and financial flexibility. As a result, the Institute is required to report information regarding its financial position and activities according to two classes of net assets:

Net Assets Without Donor Restrictions: This category includes net assets that are not subject to donor-imposed stipulations, as well as net assets designated by the Board for specific purposes.

Board Designated Endowment: The Board Designated Endowment Fund was created by a vote of the Board of Directors, rather than a donor or other outside agency, to help ensure the future financial well-being of the Institute.

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

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Notes To Financial Statements (*Continued*)

Board Designated Preventative Maintenance Fund: The Board Designated Preventative Maintenance Fund was created by the Board of Directors, rather than a donor or other outside agency, to help ensure the financial well-being of the Institute and maintain a pool of funds available for preventative maintenance needs.

Board Designated Reserve Fund: The Board Designated Reserve Fund was created by the Board of Directors to help ensure the long-term financial stability of the Institute by providing certain financial reserves as a safeguard from cash flow interruptions caused by financial market downturns, fundraising decreases, unexpected events, large unbudgeted expenses, or as means to help fund major expenditures as approved by the Board of Directors.

Net Assets With Donor Restrictions: This category includes net assets subject to donor-imposed stipulations that will be met by actions of the Institute and/or the passage of time. Certain net assets in this category are subject to donor-imposed stipulations that they be invested in perpetuity to provide a source of income to be used for general or specific purpose.

**Estimates And Assumptions**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of support and revenues received and expenses paid during the reported period. Actual results could differ from those estimates.

**Leases**

The Institute maintains a lease for its office facility. Lease right-of-use (ROU) assets and lease liabilities are recognized based on the present value of the future minimum lease payments over the lease term at commencement date. The ROU assets represent the lease liability, plus any lease payments made at or before the commencement date, less any lease incentives received. The Institute's leases generally have terms of one to ten years. The Institute does not record ROU assets or lease liabilities for leases with an initial expected lease term of 12 months or less. For operating leases, lease expense for minimum lease payments is recognized on a straight-line basis over the term of the lease and records the difference between the recognized lease expense and amounts payable under the lease as part of the ROU asset.

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

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Notes To Financial Statements (*Continued*)

The lease terms utilized in determining ROU assets and lease liabilities include the noncancellable portion of the underlying leases along with renewal periods, only if it is reasonably certain that the option will be exercised. When determining if a renewal option is reasonably certain of being exercised, the factors considered, include but are not limited to, the cost of moving to another location, the cost of disruption of operations, the purpose or location of the leased asset and the terms associated with extending the lease. The lease terms may include options to extend the lease which are not included in the calculation of the lease liability or ROU asset. The Institute has not included any termination penalties in its lease payments, nor shortened any lease terms related to options to terminate a lease.

As most leases do not provide an implicit discount rate, the Institute has made an election available to private companies that allows the use of the risk-free rate at the lease commencement date to determine the present value of the lease payments.

There were no variable lease expenses during the years ended September 30, 2025 or 2024.

The Institute does not separate non-lease components of a contract from the lease components to which they relate for all classes of lease assets.

**Cash**

The Institute considers all bank balances as cash. Cash and cash equivalents held with investment managers are considered investments for reporting purposes.

**Investments And Investment Return**

Investments consist of money market accounts, exchange traded funds, mutual funds, and fixed income securities. The money market accounts are reported at cost, which approximates fair value. All other investments are reported at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. See Note 5 for a discussion of fair value measurements. Investment return includes dividend, interest and other investment income, including realized and unrealized gains and losses. Gains or losses on sales of investments are determined on a specific cost identification method. Unrealized gains and losses are included in the statement of activities and are determined based on year-end fair value fluctuations.

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

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Notes To Financial Statements (*Continued*)

Investment return that is initially restricted by donor stipulation and for which the restriction will be satisfied in the same year is recorded as with donor restriction and then released from restriction. Other investment return is reflected in the statement of activities as without donor restrictions or with donor restrictions based upon the existence and nature of any donor or legally imposed restrictions.

**Investment Risk**

The Institute invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the value of investment securities will occur in the near term and that such change could materially affect the amounts reported in the accompanying statement of cash, investments, and net assets.

**Promises To Give And Grants Receivable**

Unconditional promises to give in future periods and grants receivable are recognized as support in the period the promises are received and grant agreements are signed. Promises to give and grants receivable that are expected to be collected within one year are recorded at their net realizable value. Promises to give and grants receivable that are expected to be collected in future years are required to be recorded at the present value of estimated future cash flows, less allowance for uncollectable promises. Management has determined that any discount required would be immaterial as of September 30, 2025 and 2024. As of September 30, 2025 and 2024, no allowance was considered necessary.

Conditional promises to give and grants receivable, that is, those with measurable performance or other barrier, are not recognized as support until the conditions upon which they depend are met. Amounts received in advance by the Institute related to conditional promises to give, for which the conditions required to meet the criteria for recognition have not yet been met, are reported as conditional contributions received in advance on the statement of financial position.

**Restricted And Unrestricted Support**

Contributions received are recorded as support without donor restrictions or support with donor restrictions depending on the existence and nature of the donor restrictions. When a donor restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

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Notes To Financial Statements (*Continued*)

**Property And Equipment**

Property and equipment are recorded at cost if acquired by purchase or at the estimated fair value at the date of receipt if acquired by donation. Depreciation of property and equipment is provided over the following estimated useful lives on a straight-line basis:

Office equipment	3 to 10 years
Furniture and fixtures	5 to 10 years

The Institute periodically provides funding to the Library to support capital improvements and capital additions made by the Library. These expenditures relate to assets that are owned, controlled, and maintained by the Library and the Institute does not retain ownership rights, control, or other economic interest in the underlying assets resulting from these improvements. Accordingly, amounts provided by the Institute to the Library for capital improvements and additions are not capitalized by the Institute. Such amounts are recognized as expenses by the Institute in the period in which the funding is provided. These expenditures are reported as program expenses on the statement of activities and denoted as Capital Improvements at the Truman Library on the statement of functional expenses.

**Community Foundation Funds**

The Institute has transferred assets to two Community Foundations (Funds). Under the Community Foundation agreements, the net income and principal from the Funds are to be distributed to the Institute and/or designated payees in support of charitable programs as requested by the Funds' Advisory Committees. However, the Community Foundations reserve the right to make the final decision regarding the distribution of income and principal from the Funds.

Contributions to the Funds are recorded as program expenses in the period in which the contributions are made. During the years ended September 30, 2025 and 2024, there were no contributions to the Funds. No distributions were made from the Funds during the years ended September 30, 2025 and 2024. As of September 30, 2025 and 2024, the fair value of the assets contributed to the Community Foundations available for distributions in support of Institute programs was \$143,409 and \$128,854, respectively.

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

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Notes To Financial Statements (*Continued*)

**Revenue Recognition**

Membership dues are nonrefundable and are considered reciprocal transactions based on the value of benefits provided to members. The primary benefit to members, and subsequently the performance obligation related to membership, is unlimited free admission to the Library and all Presidential Libraries of the National Archives, as well as certain discounts at the Library's Museum Store and on other programs offered by the Institute during the membership term. As such, the price of the membership has been allocated to this performance obligation. Membership revenue is recognized evenly over the members' one-year membership period. Members pay for dues at the beginning of the membership period.

Total revenue from contracts with customers and accounted for under the guidance of Topic 606 totaled \$335,538 and \$335,764 for the years ended September 30, 2025 and 2024, respectively, and consisted of annual membership and miscellaneous income. Revenue recognized at a point in time for the years ended September 30, 2025 and 2024 consisted of \$55,676 and \$63,635, respectively, for White House Decision Center revenues. All other revenue from contracts with customers was recognized over a period of time.

Contract liabilities are reported as deferred revenue on the statement of financial position and consist of membership payments that have not yet been fully recognized. The opening and closing balances of contract liabilities, which are included in deferred revenue on the statement of financial position, at September 30, 2025 and September 30, 2024 and October 1, 2023 were \$108,087, \$128,826, and \$109,568, respectively. There were no accounts receivable at September 30, 2025, September 30, 2024 or October 1, 2023.

**Special Events**

The Institute records special events revenue equal to the fair value of direct benefits to donors, and contribution income for the excess received when the event takes place as well as any contributions raised at the event. Amounts received in advance of the event are recorded as deferred revenue (for the fair value of direct benefits to donors) or refundable advances (for contribution income).

**Income Taxes**

The Institute is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and a similar provision of state law. However, the Institute is subject to federal income tax on any unrelated business taxable income.

**HARRY S. TRUMAN LIBRARY INSTITUTE  
FOR NATIONAL AND INTERNATIONAL AFFAIRS**

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Notes To Financial Statements (*Continued*)

The Institute's federal tax returns for tax years 2021 and later remain subject to examination by taxing authorities.

**Functional Expenses**

The Institute allocates its expenses on a functional basis among its various program and support services. Expenditures which can be identified with a specific program or service are allocated directly, according to natural classification. Salaries and benefits are allocated based on job descriptions and responsibilities. Certain costs that are common to several program and support functions have been allocated among the program, management and general and fundraising categories based on management's estimates.

**Subsequent Events**

Management has evaluated subsequent events through the date which the financial statements were available for issue, which is the date of the Independent Auditors' Report.

**3. Promises To Give**

Unconditional promises to give are collectible as follows at September 30:

	<u>2025</u>		<u>2024</u>
In one year	\$ 148,093	\$	462,688
Between one and three years	<u>50,501</u>		<u>65,501</u>
	<u>\$ 198,594</u>	<u>\$</u>	<u>528,189</u>

**HARRY S. TRUMAN LIBRARY INSTITUTE  
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Notes To Financial Statements *(Continued)*

#### **4. Investments And Investment Return**

##### **Investments**

Investments at September 30 consisted of the following:

	<u>2025</u>	<u>2024</u>
Money market funds	\$ 3,038,694	\$ 2,611,830
Exchange traded funds	125,603	214,336
Mutual funds	18,307,908	16,288,889
U.S. Government and agency securities	817,251	763,379
	<u>\$ 22,289,456</u>	<u>\$ 19,878,434</u>

Total investment return is comprised of the following:

	<u>2025</u>	<u>2024</u>
Interest and dividends, net of fees	\$ 538,275	\$ 503,483
Net unrealized gains	1,459,324	2,786,844
Net realized gains	182,091	46,232
	<u>\$ 2,179,690</u>	<u>\$ 3,336,559</u>

#### **5. Fair Value Measurements**

The Institute follows an established framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under these rules are described below:

- Level 1      Unadjusted quoted prices for identical assets or liabilities in active markets that the Institute has the ability to access.

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Notes To Financial Statements (*Continued*)

- Level 2      Observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
- Level 3      Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets measured at fair value:

**Money Market Funds, Exchange Traded Funds And Mutual Funds**

Valued at the daily closing price as reported by the fund. Money market funds, exchange traded funds, and mutual funds held by the Institute are open-end investment funds that are registered with the Securities and Exchange Commission. These funds are required to publish their daily net asset value (NAV) and to transact at that price. The mutual funds, exchange traded funds, and money market funds held by the Institute are deemed to be actively traded.

**U.S. Government And Agency Securities**

Valued at by a pricing service which determines the valuation of normal institutionalized trading units of such securities using methods based upon market transactions for comparable securities and various relationships between securities which are generally recognized by institutional traders.

There have been no changes in methodologies used as of September 30, 2025 or 2024.

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Notes To Financial Statements (*Continued*)

The following table sets forth by level, within the fair value hierarchy, the Institute's assets at fair value as of September 30, 2025.

	Level 1	Level 2	Level 3	Total
Money market funds	\$ 3,038,694	\$ —	\$ —	\$ 3,038,694
Exchange traded funds				
International equity	125,603	—	—	125,603
Mutual funds				
Domestic equity	9,061,253	—	—	9,061,253
International equity	2,895,906	—	—	2,895,906
Fixed income	6,350,749	—	—	6,350,749
U.S. Government and agency securities	—	817,251	—	817,251
	<u>\$ 21,472,205</u>	<u>\$ 817,251</u>	<u>\$ —</u>	<u>\$ 22,289,456</u>

The following table sets forth by level, within the fair value hierarchy, the Institute's asset at fair value as of September 30, 2024.

	Level 1	Level 2	Level 3	Total
Money market funds	\$ 2,611,830	\$ —	\$ —	\$ 2,611,830
Exchange traded funds				
International equity	214,336	—	—	214,336
Mutual funds				
Domestic equity	8,283,984	—	—	8,283,984
International equity	2,291,367	—	—	2,291,367
Fixed income	5,713,538	—	—	5,713,538
U.S. Government and agency securities	—	763,379	—	763,379
	<u>\$ 19,115,055</u>	<u>\$ 763,379</u>	<u>\$ —</u>	<u>\$ 19,878,434</u>

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Notes To Financial Statements (*Continued*)

**6. Net Assets**

Net assets with donor restrictions have the following restrictions at September 30:

	2025	2024
Subject to expenditure for specific purpose:		
Promises to give - time restriction	\$ 116,590	\$ 434,689
Capital Campaign		
Library improvements	719,660	719,660
Public programs	—	22,483
Education	235,125	311,453
Documentary access	77,758	77,758
Museum Temporary Exhibitions	49,752	—
Exterior grounds	598,830	722,854
Other	109,636	50,000
	<u>1,907,351</u>	<u>2,338,897</u>
Unappropriated endowment earnings subject to spending policy	<u>3,173,756</u>	<u>2,601,533</u>
Total net assets restricted by time or purpose	5,081,107	4,940,430
Amounts with perpetual restrictions:		
Endowment investment in perpetuity, the income of which is expendable to support certain activities of the Institute	<u>3,853,148</u>	<u>3,853,148</u>
	<u>\$ 8,934,255</u>	<u>\$ 8,793,578</u>

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of other events specified by donors.

	2025	2024
Endowment appropriations	\$ 161,361	\$ 151,364
Education	409,076	366,805
Exhibits	—	30,000
Public programs	90,311	189,841
Promises to give - time restriction	318,099	537,038
Promotion of Institute and Library initiatives	—	1,270,757
Exterior grounds	303,200	678,013
Other	1,748	50,000
	<u>\$ 1,283,795</u>	<u>\$ 3,273,818</u>

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Notes To Financial Statements (*Continued*)

**7. Endowment Funds**

**Interpretation Of Relevant Law**

The Institute's endowment consists of four individual funds established for a variety of purposes. The endowment includes both donor-restricted endowment funds and funds designated by the governing body to function as endowments (board-designated endowment funds). Net assets associated with endowment funds, including board-designated endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Institute's governing body has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Institute classifies as net assets with donor restrictions in perpetuity (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of donor-restricted endowment funds that is not required to be held in perpetuity is classified as net assets with donor restrictions until those amounts are appropriated for expenditure by the Institute in a manner consistent with the standard of prudence prescribed by UPMIFA.

In accordance with UPMIFA, the Institute considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) Duration and preservation of the fund,
- (2) Purposes of the Institute and the fund,
- (3) General economic conditions,
- (4) Possible effect of inflation and deflation,
- (5) Expected total return from investment income and appreciation or depreciation of investments,
- (6) Other resources of the Institute,
- (7) Investment policies of the Institute.

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Notes To Financial Statements (*Continued*)

**Composition Of Endowment Net Assets**

The composition of net assets by type of endowment fund at September 30, 2025 was:

	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds			
Original donor restricted gift amounts and amounts required to be maintained in perpetuity by donors	\$ —	\$ 3,853,148	\$ 3,853,148
Accumulated gains above the original donor-restricted gift amounts retained	—	3,173,756	3,173,756
Board-designated endowment funds	4,825,351	—	4,825,351
	<u>\$ 4,825,351</u>	<u>\$ 7,026,904</u>	<u>\$ 11,852,255</u>

The composition of net assets by type of endowment fund at September 30, 2024 was:

	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds			
Original donor restricted gift amounts and amounts required to be maintained in perpetuity by donors	\$ —	\$ 3,853,148	\$ 3,853,148
Accumulated gains above the original donor-restricted gift amounts retained	—	2,601,533	2,601,533
Board-designated endowment funds	3,849,338	—	3,849,338
	<u>\$ 3,849,338</u>	<u>\$ 6,454,681</u>	<u>\$ 10,304,019</u>

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Notes To Financial Statements (*Continued*)

Changes in endowment net assets for the year ended September 30, 2025 were:

	Without Donor Restrictions	With Donor Restrictions	Total
Beginning balance	\$ 3,849,338	\$ 6,454,681	\$ 10,304,019
Investment income	93,894	143,421	237,315
Net appreciation	409,572	590,163	999,735
Total investment income	503,466	733,584	1,237,050
Contributions and board deisgnations	486,946	—	486,946
Appropriation of endowment assets for expenditure	(14,399)	(161,361)	(175,760)
Ending balance	\$ 4,825,351	\$ 7,026,904	\$ 11,852,255

Changes in endowment net assets for the year ended September 30, 2024 were:

	Without Donor Restrictions	With Donor Restrictions	Total
Beginning balance	\$ 3,124,757	\$ 5,368,547	\$ 8,493,304
Investment income	75,056	130,718	205,774
Net appreciation	661,481	1,106,780	1,768,261
Total investment income	736,537	1,237,498	1,974,035
Appropriation of endowment assets for expenditure	(11,956)	(151,364)	(163,320)
Ending balance	\$ 3,849,338	\$ 6,454,681	\$ 10,304,019

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Notes To Financial Statements (*Continued*)

Amounts of donor-restricted endowment funds classified as restricted perpetually and available for expenditure at September 30, 2025 and 2024 consisted of:

	<u>2025</u>	<u>2024</u>
Perpetually restricted net assets - portion of perpetual endowment funds required to be retained permanently by explicit donor stipulation or UPMIFA	\$ 3,853,148	\$ 3,853,148
Restricted net assets - portion of perpetual endowment funds subject to a spending policy under UPMIFA		
With purpose restrictions	\$ 463,991	\$ 365,255
Without purpose restrictions	2,709,765	2,236,278
	<u>\$ 3,173,756</u>	<u>\$ 2,601,533</u>

**Investment And Spending Policies**

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level the Institute is required to retain as a fund of perpetual duration pursuant to donor stipulation or UPMIFA. There were no such deficiencies at September 30, 2025 or 2024.

The Institute has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs and other items supported by its endowment while seeking to maintain and enhance the purchasing power of the endowment. Endowment assets include those assets of donor-restricted endowment funds the Institute must hold in perpetuity or for donor-specified periods, as well as those of board-designated endowment funds. Under the Institute's policies, endowment assets are invested in a manner that is intended to produce a moderate return while assuming a minimal level of investment risk.

To satisfy its long-term rate of return objectives, the Institute relies on a total return strategy in which investment returns are achieved through both current yield (investment income such as dividends and interest) and capital appreciation (both realized and unrealized). The Institute targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

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Notes To Financial Statements (*Continued*)

The Institute has a policy (the spending policy) that states that an amount equal to 4% (inclusive of earned interest and dividend revenues) of the trailing 12-quarter average market value of the assets in the various endowment and other fund accounts that are subject to the Institute's Statement of Investment Policy and Objective will be distributed annually to support the Institute's budgeted expenditures. This distribution percentage will be applied pursuant to the above formula to each individual account not subject to income restrictions or other payout agreements, which would supersede the Distribution Policy (donor-restricted endowments are expended in accordance with the donor agreements). In the event that the annual distribution amount as calculated above is in excess of the amounts needed to fund the Institute's annual budgeted expenditures, the "excess" distribution amount will be added to a special reserve that can be used in future years at the discretion of the Institute's Board of Directors.

The Institute does not have a formal policy governing spending from endowment funds in which the market value has dropped below the original gift value (underwater endowment funds); however, as a best practice the Institute does not spend from any endowment funds that are considered to be underwater endowment funds.

**8. Defined Contribution Plan**

The Institute has a defined contribution retirement plan (the Plan) covering substantially all employees. The Institute contributes 7% of each employee's salary to the Plan. In addition, employees may make voluntary contributions to the Plan. Contributions to the Plan by the Institute for the years ended September 30, 2025 and 2024 totaled \$79,292 and \$76,383, respectively.

**9. Concentrations And Related Party Transactions**

During 2025, one donor comprised 23% of contributions and grants received. Contributions from Board members and/or entities closely related to Board members were approximately \$334,285 in fiscal year 2025, and are included in various captions in the statement of activities.

During 2024, two donors comprised 39% of contributions and grants received. Contributions from Board members and/or entities closely related to Board members were approximately \$505,250 in fiscal year 2024, and are included in various captions in the statement of activities.

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Notes To Financial Statements (Continued)

**10. Operating Leases**

The Institute has an operating lease for office space which will expire in January 2027. The Institute had operating lease costs of \$56,928 for the years ended September 30, 2025 and 2024. Lease costs are included in office lease and utilities expense on the statement of functional expenses. The entire amount of operating lease costs is included in operating activities in the statement of cash flows.

Other required information related to leases for the years ended September 30 are as follows:

<b>Other Information</b>	<b>2025</b>	<b>2024</b>
Weighted-average remaining term - operating leases	1.75 years	2.75 years
Weighted-average discount rate - operating leases	4.72%	4.72%

The reconciliation of the undiscounted cash flows for each of the remaining years and total remaining years of the lease liabilities are recorded on the balance sheet is as follows:

<b>Year</b>	<b>Amount</b>
2026	\$ 56,928
2027	42,696
<b>Total Minimum Lease Payments</b>	<b>99,624</b>
Less: Amount of lease payments representing interest	3,808
Present value of future minimum lease payments	95,816
Less: Current portion	53,783
<b>Long-Term Lease Liability</b>	<b>\$ 42,033</b>

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Notes To Financial Statements (*Continued*)

**11. Commitments**

During the year ended September 30, 2023, the Institute entered into a contract for the construction planning phase of the upcoming exterior renovations and landscaping of the Library. The contract is for approximately \$1,513,000. Expenses incurred under the contract through September 30, 2025 and 2024 totaled \$1,036,225 and \$884,625, respectively. The remaining amount on the contract is expected to be expensed during the fiscal year ended September 30, 2026.

**12. Conditional Contributions**

Conditional contributions, that is, those with measurable performance or other barriers, are recognized as support when the conditions on which they depend have been met.

During the year ended September 30, 2022 the Institute was advised of a conditional promise to give from The United States National Archives and Records Administration (NARA) of \$11,500,000, for amounts spent by the Institute for improvements to Library grounds and construction and related activities. As of September 30, 2025 and 2024, \$940,115 and \$789,415, respectively, has been expended, on a cumulative basis, by the Institute associated with this conditional contribution. During the years ended September 30, 2025 and 2024, the Institute recognized \$151,600 and \$558,043, respectively, of contributions within contributions and grants revenue on the statement of activities. As of September 30, 2025 and 2024, NARA had advanced funds to the Institute in advance of expenditures being incurred by the Institute; the total amount contributed by NARA in advance for September 30, 2025 and 2024 totaled \$524,511 and \$676,112, respectively, and has been reported as conditional contributions received in advance on the statement of financial position. The amount remaining on the NARA conditional promise to give is \$10,328,512 as of September 30, 2025; this amount will be recognized as contribution revenue as funds are expended for allowable costs under the agreement.

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Notes To Financial Statements (*Continued*)

During the year ended September 30, 2023, the Institute was advised that the State of Missouri (the State) included an appropriation in the State's fiscal 2024 budget of up to \$2,000,000 for the Institute. The State reimbursed the Institute for amounts spent by the Institute, through June 30, 2024, promoting awareness of the Library. During the year ended September 30, 2024, the total amount expended by the Institute related to this conditional contribution, and recognized as contribution revenue within contributions and grants revenue on the statement of activities, was \$1,390,727.

During the year ended September 30, 2025, the Institute was advised that the State of Missouri (the State) included an appropriation of up to \$2,000,000 in the State's fiscal 2026 budget for the Institute. The State will reimburse the Institute for amounts incurred through June 30, 2026, related to activities promoting awareness of the Library. During the year ended September 30, 2025, the Institute did not incur any qualifying expenditures associated with this conditional contribution; accordingly, no contribution revenue has been recognized within contributions and grants revenue in the statement of activities.

**13. Liquidity And Availability Of Resources**

The Institute receives significant contributions with donor restrictions to be used in accordance with the associated purpose restrictions. It also receives gifts to establish endowments that will exist in perpetuity; the income generated from such endowments is used to fund programs. In addition, the Institute receives support without donor restrictions; such support has historically represented 45% of annual program funding needs, with the remainder funded by investment income without donor restrictions and appropriated earnings from gifts with donor restrictions. Program revenues are an additional source of income.

The Institute considers investment income without donor restrictions, appropriated earnings from donor-restricted and board-designated (quasi) endowments, contributions without donor restrictions, contributions with donor restrictions, and education program revenues for use in current programs which are ongoing and central to its annual operations to be available to meet cash needs for general expenditures. General expenditures include management and administrative expenses, fundraising expenses, and program expenses (including capital improvements to the Library paid for by the Institute) expected to be paid in the subsequent year. Annual operations are defined as activities occurring during the Institute's fiscal year.

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Notes To Financial Statements (*Continued*)

The Institute's governing board has designated a portion of its resources without restrictions for endowment and other purposes. Those amounts are identified as board-designated and preventative maintenance in the table below. These funds are invested for long-term appreciation and current income but remain available and may be spent at the discretion of the board.

The Institute's Budget, Finance and Investment Committee meets regularly during the fiscal year to monitor liquidity required to meet the Institute's operating needs and other contractual commitments, while striving to maximize and preserve the investment of its available funds.

The Institute manages its cash available to meet general operating expenditures following three guiding principles:

- Operating within a prudent range of financial soundness and stability,
- Maintaining adequate liquid assets, and
- Maintaining sufficient reserves to provide reasonable assurance that long-term commitments and obligations under endowments with donor restricted and quasi-endowments that support mission fulfillment will continue to be met, ensuring the sustainability of the Institute.

The table below presents financial assets available for general expenditures within one year at September 30:

	2025	2024
Financial assets at year end:		
Cash and investments (exclusive of Board designated preventative maintenance and reserve funds)	\$ 6,725,102	\$ 6,178,055
Promises to give - current, without donor restrictions	67,090	369,188
Payout on donor-restricted endowments for use over next 12 months	271,986	311,026
4% payout on board designated endowment for use over next 12 months	193,014	153,974
Board designated preventative maintenance funds	703,213	715,416
Board designated reserve funds	2,623,905	2,216,265
Financial assets available to meet cash needs for general expenditures within one year	\$ 10,584,310	\$ 9,943,924

In addition to the financial assets listed above that are expected to be available to meet general expenditures for use over the next 12 months, the Institute also expects to collect payments on pledges that are due within one year that will be intended to meet general expenditures.