

**ARMY WAR COLLEGE
FOUNDATION, INC.**

FINANCIAL REPORT

JULY 31, 2025

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INDEPENDENT AUDITOR'S REPORT

Board of Trustees
Army War College Foundation, Inc.
Carlisle, Pennsylvania

Opinion

We have audited the financial statements of the Army War College Foundation, Inc. (the Foundation), which comprise the statements of financial position as of July 31, 2025 and 2024, 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 the Foundation as of July 31, 2025 and 2024, and the changes in its net assets and its 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 (GAAS). 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 the Foundation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe 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 the financial statements in accordance with 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 the Foundation's ability to continue as a going concern within one year after the date that the financial statements are issued or are available to be issued.

Auditor's 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 GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks 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.
- 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 the Foundation's 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 the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among 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.

Other Matter

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.



Camp Hill, Pennsylvania
January 14, 2026

ARMY WAR COLLEGE FOUNDATION, INC.

STATEMENTS OF FINANCIAL POSITION
July 31, 2025 and 2024

	2025	2024
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 2,413,042	\$ 1,518,652
Receivables		
Pledges-current portion	767,000	-
Contributions	7,000	55,000
Trade	5,253	2,378
Total receivables	<u>779,253</u>	<u>57,378</u>
Prepaid expenses	14,772	40,123
Inventories	<u>117,710</u>	<u>135,925</u>
Total current assets	<u>3,324,777</u>	<u>1,752,078</u>
Property and Equipment		
Furniture and Equipment	409,485	404,685
Less accumulated depreciation	(79,833)	(39,831)
Construction-in-process - Alumni Park and Hall	<u>610,485</u>	<u>249,311</u>
	<u>940,137</u>	<u>614,165</u>
Investments	22,886,923	20,697,494
Pledges receivable, net of current portion	483,000	-
Self-insured unemployment deposit	<u>595</u>	<u>595</u>
Total assets	<u>\$ 27,635,432</u>	<u>\$ 23,064,332</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 50,380	\$ 11,993
Accrued payroll	1,434	4,311
Sales tax payable	500	1,804
Deferred revenue	-	198,000
Total current liabilities	<u>52,314</u>	<u>216,108</u>
Net Assets		
Without donor restrictions	19,287,162	17,824,993
With donor restrictions	<u>8,295,956</u>	<u>5,023,231</u>
Total net assets	<u>27,583,118</u>	<u>22,848,224</u>
Total liabilities and net assets	<u>\$ 27,635,432</u>	<u>\$ 23,064,332</u>

See Notes to Financial Statements.

ARMY WAR COLLEGE FOUNDATION, INC.

STATEMENTS OF ACTIVITIES
Years Ended July 31, 2025 and 2024

	Total	
	2025	2024
Revenue, Gains and Other Support		
Contributions		
Cash and other financial assets	\$ 5,699,600	\$ 2,378,462
In-kind - non-financial assets	40,230	28,457
In-kind - financial assets	7,256	5,380
Membership income	111,438	114,005
Staff ride program support	209,815	159,386
Gift shop	386,955	388,437
Royalties	14,622	20,441
Miscellaneous income	4,731	7,845
Net assets released from restrictions	-	-
Total revenue, gains and other support	6,474,647	3,102,413
Expenses and Losses		
Program services	2,755,976	2,294,711
General and administrative	268,334	259,455
Fundraising	313,423	252,778
Total functional expenses	3,337,733	2,806,944
Net changes from operating activities	3,136,914	295,469
Non-operating income (expense)		
Investment return, net	1,597,980	2,059,547
Loss on disposal of furniture and equipment	-	(32,904)
Total non-operating income	1,597,980	2,026,643
Changes in net assets	4,734,894	2,322,112
Net Assets:		
Beginning	22,848,224	20,526,112
Ending	\$ 27,583,118	\$ 22,848,224

See Notes to Financial Statements.

	Without Donor Restrictions		With Donor Restrictions	
	2025	2024	2025	2024
\$	1,133,798	\$ 1,301,001	\$ 4,565,802	\$ 1,077,461
	40,230	28,457	-	-
	7,256	5,380	-	-
	111,438	114,005	-	-
	209,815	159,386	-	-
	386,955	388,437	-	-
	14,622	20,441	-	-
	4,731	7,845	-	-
	1,542,830	836,199	(1,542,830)	(836,199)
	3,451,675	2,861,151	3,022,972	241,262
	2,755,976	2,294,711	-	-
	268,334	259,455	-	-
	313,423	252,778	-	-
	3,337,733	2,806,944	-	-
	113,942	54,207	3,022,972	241,262
	1,348,227	1,689,679	249,753	369,868
	-	(32,904)	-	-
	1,348,227	1,656,775	249,753	369,868
	1,462,169	1,710,982	3,272,725	611,130
	17,824,993	16,114,011	5,023,231	4,412,101
\$	19,287,162	\$ 17,824,993	\$ 8,295,956	\$ 5,023,231

ARMY WAR COLLEGE FOUNDATION, INC.

STATEMENT OF FUNCTIONAL EXPENSES
Year Ended July 31, 2025

	Program Services	Management and General	Fundraising	Total
Salaries	\$ 273,764	\$ 145,498	\$ 158,221	\$ 577,483
Payroll taxes	21,162	11,131	12,104	44,397
Benefits - IRA Match	4,825	1,771	1,365	7,961
Depreciation	18,963	10,079	10,960	40,002
Legal and accounting	-	34,650	-	34,650
Bank, credit card and PayPal fees	13,759	10,639	-	24,398
Dues and subscriptions	-	759	-	759
Board member support	-	31,761	-	31,761
Insurance	-	6,366	-	6,366
Leased equipment	-	3,387	-	3,387
Travel	222	-	-	222
Meals and entertainment	-	-	333	333
Stationary and supplies	5,449	727	1,090	7,266
Magazine	77,383	4,836	14,509	96,728
Postage and shipping	4,191	599	1,198	5,988
Telephone and internet	3,054	1,273	764	5,091
Automation	16,390	4,683	2,341	23,414
Gift shop supplies	2,915	-	-	2,915
Gift shop postage and merchandise shipping	6,905	-	-	6,905
Gifts-In-Kind to AWC	26,964	-	-	26,964
Commandant Reading Program	5,000	-	-	5,000
Chair of War Studies	240,000	-	-	240,000
Faculty augmentation	350,000	-	-	350,000
Center for Strategic Leadership (CSL)	77,000	-	-	77,000
Advanced Strategic Arts Program (ASAP)	30,000	-	-	30,000
Advanced Strategic Education Program (ASEP)	270	-	-	270
DeSerio Chair of Strategic Intelligence	400,311	-	-	400,311
Eisenhower Series	25,000	-	-	25,000
Industry Day	5,141	-	-	5,141
USAWC New Building Projects	51,488	-	-	51,488
Student Writing and Speaking Awards	6,850	-	-	6,850
Honoraria - NSS and Dean's, Carlisle Scholars	110,075	-	-	110,075

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ARMY WAR COLLEGE FOUNDATION, INC.

STATEMENT OF FUNCTIONAL EXPENSES (Continued)
Year Ended July 31, 2025

	Program Services	Management and General	Fundraising	Total
International Fellows (IF)	287,616	-	-	287,616
Military Family Program	4,914	-	-	4,914
Managed accounts	216	-	-	216
Special events support	2,967	-	-	2,967
Outstanding Alum Program	4,905	-	-	4,905
Staff ride and AWCF Outreach	394,278	-	-	394,278
Reunions and receptions	6,677	-	6,231	12,908
Scholarships	30,500	-	-	30,500
Foundation support	4,929	-	700	5,629
Mailouts	-	-	27,146	27,146
Fundraising, advertising and marketing	2,324	175	76,461	78,960
Miscellaneous	1,719	-	-	1,719
Defective merchandise write-off	195	-	-	195
Cost of goods sold	237,655	-	-	237,655
	<u>\$2,755,976</u>	<u>\$ 268,334</u>	<u>\$ 313,423</u>	<u>\$3,337,733</u>

See Notes to Financial Statements.

ARMY WAR COLLEGE FOUNDATION, INC.

**STATEMENT OF FUNCTIONAL EXPENSES
Year Ended July 31, 2024**

	Program Services	Management and General	Fundraising	Total
Salaries	\$ 260,842	\$ 147,746	\$ 158,170	\$ 566,758
Payroll taxes	19,019	12,146	12,100	43,265
Benefits - IRA Match	4,173	2,134	1,558	7,865
Depreciation	18,332	10,383	11,116	39,831
Legal and accounting	-	32,039	-	32,039
Bank, credit card and PayPal fees	13,504	7,569	-	21,073
Dues and subscriptions	-	896	-	896
Board member support	-	22,246	-	22,246
Insurance	-	6,578	-	6,578
Leased equipment	-	3,139	-	3,139
Travel	120	55	114	289
Meals and entertainment	-	-	198	198
Stationary and supplies	6,292	839	1,258	8,389
Magazine	69,732	4,358	13,075	87,165
Postage and shipping	2,051	293	586	2,930
Telephone and internet	2,598	1,082	649	4,329
Automation	20,067	5,733	2,867	28,667
Gift shop supplies	3,520	-	-	3,520
Gift shop postage and merchandise shipping	6,587	-	-	6,587
Gifts-In-Kind to AWC	24,912	-	-	24,912
Chair of Strategic Leadership	50,000	-	-	50,000
Chair of War Studies	240,000	-	-	240,000
Faculty augmentation	350,000	-	-	350,000
Center for Strategic Leadership (CSL)	7,000	-	-	7,000
Advanced Strategic Education Program (ASEP)	30,000	-	-	30,000
Advanced Strategic Arts Program (ASAP)	30,000	-	-	30,000
Army Leader Day	4,000	-	-	4,000
Industry Day	139	-	-	139
Commandant Reading Program	3,000	-	-	3,000
Lecture series	25,969	-	-	25,969
USAWC New Building Projects	52,772	-	-	52,772
Student writing and speaking awards	3,500	-	-	3,500
Honoraria - NSS and Dean's, Carlisle Scholars	125,000	-	-	125,000
Awards and recognitions	9,400	-	-	9,400

(Continued)

ARMY WAR COLLEGE FOUNDATION, INC.

STATEMENT OF FUNCTIONAL EXPENSES (Continued)
Year Ended July 31, 2024

	Program Services	Management and General	Fundraising	Total
International Fellows (IF)	249,059	-	-	249,059
Military family program	11,795	-	-	11,795
Managed accounts	250	-	-	250
Special events support	3,445	-	-	3,445
Outstanding alum program	5,913	-	-	5,913
Staff ride and AWCF Outreach	332,009	-	-	332,009
Reunions and Receptions	25,037	-	24,118	49,155
Scholarships	29,500	-	-	29,500
Foundation support	11,213	-	2,194	13,407
Mailouts	-	-	24,775	24,775
Fundraising, advertising and marketing	3,313	2,219	-	5,532
Alumnus research	1,511	-	-	1,511
Miscellaneous	4,051	-	-	4,051
Defective merchandise write-off	165	-	-	165
Cost of goods sold	234,921	-	-	234,921
	<u>\$ 2,294,711</u>	<u>\$ 259,455</u>	<u>\$ 252,778</u>	<u>\$ 2,806,944</u>

See Notes to Financial Statements.

ARMY WAR COLLEGE FOUNDATION, INC.

STATEMENTS OF CASH FLOWS
Years Ended July 31, 2025 and 2024

	2025	2024
Cash Flows From Operating Activities		
Changes in net assets	\$ 4,734,894	\$ 2,322,112
Adjustments to reconcile changes in net assets to net cash provided by operating activities		
Depreciation	40,002	39,831
Net realized and unrealized gains on investments	(665,967)	(1,292,526)
Donated stock	(7,256)	(5,380)
Doanted furniture	(4,800)	-
Loss on disposal of furniture and equipment	-	32,904
Changes in assets and liabilities:		
(Increase) decrease in:		
Receivables	(1,204,875)	(41,643)
Prepaid expenses	25,351	35,096
Inventories	18,215	13,080
Increase (decrease) in:		
Accounts and sales tax payable	37,083	(62,056)
Accrued payroll	(2,877)	1,208
Deferred revenue	(198,000)	108,000
Net cash provided by operating activities	2,771,770	1,150,626
Cash Flows From Investing Activities		
Purchase of furniture and equipment	(361,174)	(25,200)
Purchases of investments	(1,657,756)	(1,642,975)
Proceeds from sale of investments	141,550	1,076,798
Net cash used in investing activities	(1,877,380)	(591,377)
Net change in cash and cash equivalents	894,390	559,249
Cash and Cash Equivalents:		
Beginning	1,518,652	959,403
Ending	\$ 2,413,042	\$ 1,518,652
Supplemental Schedule of Noncash Investing Activities		
Donated stock	\$ (7,256)	\$ (5,380)
Donated furniture	\$ (4,800)	\$ -

See Notes to Financial Statements.

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 1. Nature of Activity and Significant Accounting Policies

Nature of Activity: The Foundation engages in charitable and educational endeavors solely for the benefit of the U.S. Army War College and its respective purposes, programs and graduates. The Foundation's support provides the *Margin of Excellence* that enables the College to better educate and develop leaders for service at the strategic level while advancing knowledge in the global application of Landpower. The Foundation enriches the College's academic programs, supports research and outreach, promotes fraternity among alumni, and encourages excellence in faculty and students across the broad spectrum of the College. The education of future strategic leaders of the Armed Forces and other civilian agencies within our government is critical in preparing these leaders for the complex issues of national security and strategy ahead.

Basis of Accounting: The Foundation's policy is to prepare its financial statements on the accrual basis of accounting; consequently, revenue is recognized when earned, and expenses when incurred.

Use of Estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities, if any, at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Concentrations of Credit Risk: At times, the Foundation's cash balance(s) with financial institutions may exceed Federal Deposit Insurance Corporation (FDIC) and the National Credit Union Association (NCUA) insured limits of \$250,000. The Foundation has not experienced any losses, and management believes the Foundation has limited exposure to significant credit risk. Management regularly monitors the financial institutions and the Foundation's cash balances to minimize potential risk.

Cash and Cash Equivalents: For the purposes of the Statements of Cash Flows, the Foundation considers all short-term investments purchased with a maturity of one year or less to be cash equivalents.

Investments: Investments in marketable debt and equity securities are reported at their fair values based on quoted market prices in established markets. Investment income or loss, including realized and unrealized gains and losses on investments, are included in the Statements of Activities.

Inventories: Inventories are valued at cost based primarily on the first-in, first-out method.

Depreciation: Property and equipment are recorded at cost. Depreciation is provided on the straight-line method over estimated useful lives of five to seven years.

Deferred Revenue: The Foundation recognizes revenues as earned. Money received in advance of when expense is incurred is recorded as a liability under "Deferred revenue."

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Revenue Recognition: The following describes the Foundation's major revenue streams, which represent the disaggregation of revenues to transactions that are similar in nature, amount, timing, uncertainties and economic factors:

Membership income: Membership dues, which are nonrefundable, are considered a contribution and recognized when received.

Staff ride program support: The Foundation will recognize revenue when costs of the goods and services are incurred by the Foundation and contribution revenue for any additional amounts. The revenue for goods and services is recognized at the time of the event. The contribution revenue is recognized when received.

Gift shop sales: Gift shop sales are recognized at the point in time the goods are provided to the customer.

Royalties: The Foundation receives royalties from various publications, the authors of which have designated that the royalties accrue to the Foundation's benefit.

Contributions received are recorded depending on the existence and/or nature of any donor restrictions.

Support that is restricted by the donor is reported as an increase in net assets without restrictions if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in net assets with restrictions, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time-restriction ends or purpose-restriction is accomplished), net assets with restrictions are reclassified to net assets without restrictions and reported in the Statements of Activities as net assets released from restrictions.

The Foundation recognizes contributions when cash, securities or other assets; an unconditional promise to give; or a notification of a beneficial interest is received. Conditional promises to give - that is, those with a measurable performance or other barrier and a right of return - are not recognized until the conditions on which they depend have been met.

Donated Services and Property: Donated in-kind contributions are recorded at their estimated fair value at the time of receipt. These contributions are recognized as both support and expense on the Statements of Activities. Only those contributed services which create or enhance non-financial assets, require specialized skills, that are provided by individuals possessing such skills and would typically need to be purchased, if not provided by donation, are recognized in the financial statements.

Leases: The Foundation leases buildings, machinery and equipment under long-term lease agreements. At the lease commencement date, the Foundation classifies its leases as either finance or operating based on the lease agreement terms. A lease is classified as a finance lease if certain criteria are met. If none of the lease classification criteria are met, the lease is classified as an operating lease. Finance leases are accounted for on the Foundation's balance sheet as a financial liability with a corresponding right-of-use asset (ROU).

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Leases (Continued): Operating lease obligations, including a corresponding right-of-use asset, are not recognized on the Foundation's balance sheet. Improvements to leased property are capitalized as assets and are amortized over the shorter of (1) the economic useful life of the asset or (2) the lease term including reasonably assured renewal periods.

For finance leases, the initial measurement of the lease liability is comprised of the discounted lease payments over the lease term, using the discount rate at the lease commencement date. The initial measurement of the ROU asset is comprised of the lease liability adjusted for prepayments, initial direct costs incurred by the lessee and any lease incentives received from the lessor before commencement of the lease. Subsequently, the lease liability is amortized over the lease term using the discount rate used to initially measure the lease liability. The ROU asset is amortized on the straight-line basis over the lease term. Lease payments for operating leases are expensed periodically over the term of the lease. Executory costs, such as insurance, taxes, maintenance and repairs, are charged to expense as incurred.

The Foundation's accounting for finance leases does not differ significantly from accounting standards generally accepted in the United States of America (U.S. GAAP). However, the Company's accounting for operating leases is not consistent with U.S. GAAP. US GAAP requires operating lease obligations and corresponding ROU assets to be recognized on the Foundation's balance sheet. The Foundation's management has not determined the financial statement effects of this departure.

Advertising: The Foundation's policy is to expense advertising costs as incurred.

Income Taxes: The Internal Revenue Service has determined that the Foundation is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. Management has analyzed the tax positions taken by the Foundation, and has concluded that as of July 31, 2025, there are no uncertain positions taken or expected to be taken that would require recognition of a liability (or asset) or disclosure. Examples of tax positions taken at the entity level include the continuing validity of the Foundation's exempt-foundation status, the potential filing requirement for unrelated business income and other tax positions that could result in income tax liabilities to the Foundation upon examination by taxing authorities.

Subsequent Events: In preparing these financial statements, the Foundation has evaluated events and transactions for potential recognition or disclosure through January 14, 2026, the date the financial statements were available to be issued.

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 2. Liquidity and Availability

The following table reflects the Foundation's financial assets as of July 31, 2025 and 2024, reduced by amounts that are not available to meet general expenditures within one year of the Statement of Financial Position due to contractual restrictions or internal board designations. Amounts not available to meet general expenditures within one year also may include net assets with donor restrictions.

	2025	2024
Financial assets at year-end:		
Cash and cash equivalents	\$ 2,413,042	\$ 1,518,652
Investments	22,886,923	20,697,494
Receivables	1,262,253	57,378
	<hr/>	<hr/>
Total financial assets	26,562,218	22,273,524
Less amounts not available to be used within one year:		
Net assets with donor restrictions subject to purpose restriction	4,843,719	1,589,563
Donor-restricted funds to be held in perpetuity	3,452,237	3,433,668
	<hr/>	<hr/>
	8,295,956	5,023,231
Financial assets available to meet general expenditures over the next twelve months	<hr/>	<hr/>
	\$ 18,266,262	\$ 17,250,293

In addition to financial assets available to meet general expenditures over the next 12 months, the Foundation operates a balanced budget and anticipates receiving revenue to cover general expenditures not covered by donor-restricted resources.

Note 3. Pledges Receivable

Pledges receivable are as follows as of July 31:

	2025	2024
Receivable in less than one year	\$ 767,000	\$ -
Receivable in one to five years	483,000	-
	<hr/>	<hr/>
	\$ 1,250,000	\$ -

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 4. Investments

Investments measured at fair value consist of the following at July 31, 2025 and 2024:

	2025	
	Cost	Fair Market Value
Federal money market funds	\$ 1,517,464	\$ 1,517,464
Fixed income bond funds	6,377,742	6,359,542
Equity mutual funds	8,781,918	15,009,917
	<u>\$ 16,677,124</u>	<u>\$ 22,886,923</u>

	2024	
	Cost	Fair Market Value
Federal money market funds	\$ 2,067,679	\$ 2,067,679
Fixed income bond funds	4,266,553	4,175,191
Equity mutual funds	8,805,241	14,454,624
	<u>\$ 15,139,473</u>	<u>\$ 20,697,494</u>

Investment activity for the years ended July 31, 2025 and 2024, consists of the following:

	2025	2024
Balance, beginning of year	\$ 20,697,494	\$ 18,833,411
Contributions	750,000	-
Contributions - donated stock	7,256	5,380
Investment Returns		
Interest and dividends	944,230	778,446
Realized gains	14,189	629,155
Unrealized gains	651,778	663,371
Net realized and unrealized gains	<u>665,967</u>	<u>1,292,526</u>
Investment-related fees	(42,999)	(29,358)
Net investment returns	<u>1,567,198</u>	<u>2,041,614</u>
Withdrawals	(135,025)	(182,911)
Balance, end of year	<u>\$ 22,886,923</u>	<u>\$ 20,697,494</u>

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 5. Fair Value Measurements

FASB's *Fair Value Measurements Topic* of the ASC establishes a 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 measurement) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under the standard are described below:

- Level 1 Inputs to the valuation methodology are unadjusted, quoted prices for identical assets or liabilities in active markets which the Organization can access.
- Level 2 Inputs to the valuation methodology include:
- Quoted prices for similar assets or liabilities in active markets;
 - Quoted prices for identical or similar assets or liabilities in inactive markets;
 - Inputs other than quoted prices that are observable for the asset or liability;
 - Inputs that are derived principally from or corroborated by observable, market data by correlation or other means.
- If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.
- Level 3 Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

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.

Assets that are recorded at fair value on a recurring basis are investments, including those held in the Endowment Fund. The Foundation has no financial liabilities or non-financial items that are recorded at fair value on a recurring basis.

Following are descriptions of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at July 31, 2025 and 2024.

Money Market, Fixed Income Bond Funds and Mutual Funds: The fair value of these assets are based on closing market prices for the identical security as reported in active markets.

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 5. Fair Value Measurements (Continued)

The following table sets forth those assets measured at fair value on a recurring basis, by level within the fair value hierarchy, as of July 31, 2025 and 2024. Classification within the fair value hierarchy table is based on the lowest level of any input that is significant to the fair value measurement.

	2025			Total
	Level 1	Level 2	Level 3	
Federal money market funds	\$ 1,517,464	\$ -	\$ -	\$ 1,517,464
Fixed income bond funds				
Short-term	4,804,171	-	-	4,804,171
Equity mutual funds				
Small blend	485,055	-	-	485,055
Mid-cap growth	2,133,994	-	-	2,133,994
Large blend	9,627,282	-	-	9,627,282
Other	2,763,586	-	-	2,763,586
	<u>\$ 22,886,923</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 22,886,923</u>
	2024			Total
	Level 1	Level 2	Level 3	
Federal money market funds	\$ 2,067,679	\$ -	\$ -	\$ 2,067,679
Fixed income bond funds				
Short-term	4,175,191	-	-	4,175,191
Equity mutual funds				
Small blend	521,939	-	-	521,939
Mid-cap growth	1,977,006	-	-	1,977,006
Large blend	9,363,428	-	-	9,363,428
Other	2,592,251	-	-	2,592,251
	<u>\$ 20,697,494</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 20,697,494</u>

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 6. Endowments

The Foundation's endowments, classified on the Statements of Financial Position as investments and cash, consist of five endowment funds established for a variety of purposes. The endowment funds include only donor-restricted assets. Net assets associated with the endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law

The Commonwealth of Pennsylvania has not enacted a version of the Uniform Management of Institutional Funds Act (UPMIFA). Governing law resides in 15 Pa. C.S. §5548 "Investment of Trust Funds." The Foundation has interpreted relevant law as requiring the donor-restricted endowment fund, absent explicit donor stipulations to the contrary, to be managed with the long-term objective of at least maintaining the real values (after inflation) of the funds. The Foundation classifies as net assets with restrictions (a) the original values of gifts donated to the permanent endowment; (b) the original values 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 instruments at the times the accumulations are added to the permanent endowment.

The remaining portion of the donor-restricted endowment fund that is not appropriated for expenditure in accordance with donor restrictions remains classified net assets with restrictions until those amounts are appropriated for expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by relevant law. Pennsylvania law permits the Board of Directors to make an election to annually appropriate for expenditure a selected percentage between 2.00% and 7.00% of the fair values of assets related to donor-restricted endowment fund, averaged over a period of three preceding years, provided the Board has determined that such percentage is consistent with the long-term preservation of the real values of such assets.

Return Objectives and Risk Parameters

The Foundation has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to maintain expenditures supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Foundation must hold in perpetuity as well as Board designated funds. Under this policy, as approved by the Board of Directors, the endowment assets are invested based upon the standards of a "Prudent Man" that are intended to produce results that exceed the standard indices for each investment classification on an annual basis.

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 6. Endowments (Continued)

Strategies Employed for Achieving Objectives

To satisfy its long-term, rate-of-return objectives, the Foundation relies on a total-return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Foundation's asset mix is comprised of cash and cash equivalents, and fixed-income bond and equity mutual funds. The Board has established an asset-mix strategy to improve the probability of achieving enhanced, real (inflation-protected) rates-of-return.

Spending Policy

The spending policy of the Foundation is to provide, as closely as possible, equitable benefit from the endowment for current and future programs. 2025 and 2024 spending policies of 7.00% and 7.00% for DeSerio Chair, 7.00% and 7.00% for the Landpower Essay Program, 7.00% and 7.00% for the Far East Studies, 7.00% and 7.00% for the General Endowment and 3.00% and 3.00% for the Chaplain Moore Lecture, respectively, were adopted to meet the endowment's program-funding requirements. The Foundation appropriates funds on a total-return basis (i.e., interest, dividends and principal appreciation).

Net Asset Classifications of Endowment Funds

The following are the changes in endowment funds, which are net assets held in perpetuity for the years ended July 31, 2025 and 2024:

	2025	2024
Balance - beginning of year	\$ 3,433,668	\$ 3,342,122
Investment return:		
Interest and dividends	148,632	135,540
Net realized and unrealized gains	107,927	239,345
Investment-related fees	(6,806)	(5,017)
Total investment return	<u>249,753</u>	<u>369,868</u>
Appropriation of endowment assets for expenditures	(231,184)	(278,322)
Balance - end of year	<u>\$ 3,452,237</u>	<u>\$ 3,433,668</u>

Endowment assets are components of investments on the Statements of Financial Position.

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 7. Net Assets with Donor Restrictions

The Foundation's net assets with donor restrictions at July 30, 2025 and 2024, are comprised of the following:

	2025	2024
Subject to expenditures for specified purposes		
Alumni Park & Hall	\$ 3,825,789	\$ 521,791
General Endowment	398,315	319,341
College programs and positions	257,971	92,971
Scholarships	112,928	121,417
Lectures and events	50,358	125,934
Miscellaneous college support	42,796	42,884
International Fellows support	39,322	114,120
Chaplain Moore Lecture	28,576	25,179
The Park Fund-Far East Studies	23,312	10,913
Landpower Essay	22,800	21,412
Awards	21,126	26,126
New academic building	20,426	60,914
DeSerio Chair of Strategic Theater Intelligence	-	106,561
Not subject to appropriation of expenditures:		
DeSerio Chair of Strategic Theater Intelligence	1,973,411	1,964,162
General Endowment	1,152,025	1,148,684
Landpower Essay	182,530	181,875
Chaplain Moore Lecture	124,022	118,758
The Park Fund-Far East Studies	20,249	20,189
	<u>\$ 8,295,956</u>	<u>\$ 5,023,231</u>

2025 and 2024 net assets were released from donor restrictions by incurring expenses satisfying restricted purposes or by realization of events specified by donors as follows:

	2025	2024
Satisfaction of purpose restrictions		
Alumni Park & Hall	\$ 543,276	\$ -
College programs and positions	318,857	125,000
International Fellows support	310,104	270,797
Lectures and events	60,756	60,968
New academic building	51,489	56,929
Scholarships	14,500	14,000
Miscellaneous college support	6,664	10,855
Awards	6,000	12,700
Chaplain Moore Lecture	-	1,628
Landpower Essay	-	5,000
Distributions from endowments	231,184	278,322
	<u>\$ 1,542,830</u>	<u>\$ 836,199</u>

ARMY WAR COLLEGE FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 8. In-Kind Contributions

Goods and other items, which are received by the Foundation and the subsequent distribution of these items, are reflected on the Statements of Activities. The non-cash support valuations for non-financial assets were determined as follows:

Book Donations: Books and prints donated to the Foundation are recorded at their estimated fair market values when received.

Ticket Donations: The Foundation receives donated Hersheypark tickets which are recorded at the face value of the tickets received.

Furniture: The Foundation receives donated furniture which are valued at estimated fair value by the donor.

Goods and Services: Goods and services donated to the Foundation are recorded at their estimated fair market values when received.

In-kind contributions of non-financial assets for the years ended July 31, are:

	2025	2024
Donated books	\$ 2,825	\$ 2,175
Donated tickets	22,488	21,738
Donated furniture	4,800	-
Donated goods	10,117	4,544
	<u>\$ 40,230</u>	<u>\$ 28,457</u>

In addition to the non-financial assets above, the Foundation also receives non-cash support in the form of financial assets. The non-cash support in the form of financial assets valuations for financial assets were determined as follows:

Stocks: Any securities donated to the Foundation are recorded at the fair market value on the day they are donated to the Foundation.

In-kind contributions of financial assets for the years ended July 31, are:

	2025	2024
Donated stocks	<u>\$ 7,256</u>	<u>\$ 5,380</u>

SUPPLEMENTARY INFORMATION

ARMY WAR COLLEGE FOUNDATION, INC.

SCHEDULE OF FUNCTIONAL EXPENSES BY PROGRAM
Year Ended July 31, 2025

	Program Services				Support Ser
	Gift Shop	Member Services	Academic Program	Program Enhancement	Management and General
Salaries	\$ 83,800	\$ 87,939	\$ 54,811	\$ 47,214	\$ 145,498
Payroll taxes	6,630	6,727	4,193	3,612	11,131
Benefits - IRA Match	2,141	1,832	300	552	1,771
Depreciation	5,804	6,092	3,797	3,270	10,079
Legal and accounting	-	-	-	-	34,650
Bank, credit card and PayPal fees	13,759	-	-	-	10,639
Dues and subscriptions	-	-	-	-	759
Board member support	-	-	-	-	31,761
Insurance	-	-	-	-	6,366
Leased equipment	-	-	-	-	3,387
Travel	148	74	-	-	-
Meals and entertainment	-	-	-	-	-
Stationary and supplies	1,816	1,453	1,090	1,090	727
Magazine	4,837	29,018	19,346	24,182	4,836
Postage and shipping	1,197	1,198	898	898	599
Telephone and internet	762	764	764	764	1,273
Automation	4,683	4,683	3,512	3,512	4,683
Gift shop supplies	2,915	-	-	-	-
Gift shop postage and merchandise shipping	6,905	-	-	-	-
Gifts-In-Kind to AWC	-	-	-	26,964	-
Commandant Reading Program	-	-	5,000	-	-
Chair of War Studies	-	-	240,000	-	-
Faculty augmentation	-	-	350,000	-	-
Center for Strategic Leadership (CSL)	-	-	77,000	-	-
Advanced Strategic Arts Program (ASAP)	-	-	30,000	-	-
Advanced Strategic Education Program (ASEP)	-	-	270	-	-
DeSerio Chair of Strategic Intelligence	-	-	400,311	-	-
Eisenhower Series	-	-	25,000	-	-
Industry Day	-	-	5,141	-	-
USAWC New Building Projects	-	-	51,488	-	-
Student writing and speaking awards	-	-	5,000	1,850	-
Honoraria - NSS & Dean's, Carlisle Scholars	-	-	100,075	10,000	-

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ARMY WAR COLLEGE FOUNDATION, INC.

SCHEDULE OF FUNCTIONAL EXPENSES BY PROGRAM (Continued)
Year Ended July 31, 2025

	Program Services			Program Enhancement	Support Services Management and General
	Gift Shop	Member Services	Academic Program		
International Fellows (IF)	-	-	-	287,616	-
Military family program	-	-	-	4,914	-
Managed accounts	-	-	-	216	-
Special events support	-	-	-	2,967	-
Outstanding alum program	-	-	-	4,905	-
Staff ride and AWCF Outreach	-	-	-	394,278	-
Reunions and receptions	-	-	-	6,677	-
Scholarships	-	16,000	-	14,500	-
Foundation support	2,840	2,089	-	-	-
Mailouts	-	-	-	-	-
Fundraising, advertising and marketing	2,324	-	-	-	175
Miscellaneous	-	1,719	-	-	-
Defective merchandise write-off	195	-	-	-	-
Cost of goods sold	237,655	-	-	-	-
	<u>\$ 378,411</u>	<u>\$ 159,588</u>	<u>\$ 1,377,996</u>	<u>\$ 839,981</u>	<u>\$ 268,334</u>

ARMY WAR COLLEGE FOUNDATION, INC.

SCHEDULE OF FUNCTIONAL EXPENSES BY PROGRAM
Year Ended July 31, 2024

	Program Services					Support Ser
	Gift Shop	Member Services	Academic Program	Program Enhancement	Management and General	F
Salaries	\$ 72,766	\$ 81,497	\$ 51,923	\$ 54,656	\$ 147,746	\$
Payroll taxes	5,537	6,235	3,972	3,275	12,146	
Benefits - IRA Match	1,678	1,619	312	564	2,134	
Depreciation	5,114	5,728	3,649	3,841	10,383	
Legal and accounting	-	-	-	-	32,039	
Bank, credit card and PayPal fees	13,504	-	-	-	7,569	
Dues and subscriptions	-	-	-	-	896	
Board member support	-	-	-	-	22,246	
Insurance	-	-	-	-	6,578	
Leased equipment	-	-	-	-	3,139	
Travel	34	86	-	-	55	
Meals and entertainment	-	-	-	-	-	
Stationary and supplies	2,098	1,678	1,258	1,258	839	
Magazine	4,358	26,150	17,433	21,791	4,358	
Postage and shipping	585	586	440	440	293	
Telephone and internet	651	649	649	649	1,082	
Automation	5,734	5,733	4,300	4,300	5,733	
Gift shop supplies	3,520	-	-	-	-	
Gift shop postage and merchandise shipping	6,587	-	-	-	-	
Gifts-In-Kind to AWC	-	-	-	24,912	-	
Chair of Strategic Leadership	-	-	50,000	-	-	
Chair of War Studies	-	-	240,000	-	-	
Faculty augmentation	-	-	350,000	-	-	
Center for Strategic Leadership (CSL)	-	-	7,000	-	-	
Advanced Strategic Arts Program (ASAP)	-	-	30,000	-	-	
Peace Keeping and Stability Operations Institute	-	-	30,000	-	-	
Army Leader Day	-	-	4,000	-	-	
Industry Day	-	-	139	-	-	
Commandant Reading Program	-	-	3,000	-	-	
Lecture series	-	-	25,969	-	-	
USAWC New Building Projects	-	-	52,772	-	-	
Student writing and speaking awards	-	-	1,750	1,750	-	
Honoraria - NSS & Dean's, Carlisle Scholars	-	-	125,000	-	-	
Awards and recognitions	-	-	6,100	3,300	-	

(Continued)

ARMY WAR COLLEGE FOUNDATION, INC.

SCHEDULE OF FUNCTIONAL EXPENSES BY PROGRAM (Continued)

Year Ended July 31, 2024

	Program Services				Support Ser
	Gift Shop	Member Services	Academic Program	Program Enhancement	Management and General
International Fellows (IF)	-	-	-	249,059	-
Military family program	-	-	-	11,795	-
Managed accounts	-	-	-	250	-
Special events support	-	-	-	3,445	-
Outstanding alum program	-	-	-	5,913	-
Staff ride and AWCF Outreach	-	-	-	332,009	-
Reunions and receptions	-	-	-	25,037	-
Scholarships	-	15,500	-	14,000	-
Foundation support	5,997	5,216	-	-	-
Mailouts	-	-	-	-	-
Fundraising, advertising and marketing	3,313	-	-	-	2,219
Alumnus research	-	1,511	-	-	-
Miscellaneous	-	4,051	-	-	-
Defective merchandise write-off	165	-	-	-	-
Cost of goods sold	234,921	-	-	-	-
	<u>\$ 366,562</u>	<u>\$ 156,239</u>	<u>\$ 1,009,666</u>	<u>\$ 762,244</u>	<u>\$ 259,455</u>