Concordia University Chicago

IRS Form 990

Attached is the 2018 Concordia University Chicago IRS Form 990 covering fiscal year ended June 30, 2019. This return does not include certain compensation information.

If you would like a copy of the 2018 Concordia University Chicago IRS Form 990, including all compensation information, please send a letter requesting a copy of the 2018 Concordia University Chicago IRS Form 990 and a check, cashier’s check or money order payable to Concordia University in the amount of $30 to the following address:

Chief Financial Officer
Request for 990
Concordia University Chicago
7400 Augusta Street
River Forest, IL 60305
Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
- Do not enter social security numbers on this form as it may be made public.
- Go to www.irs.gov/Form990 for instructions and the latest information.

For the 2018 calendar year, or tax year beginning 07/01, 2018, and ending 06/30, 2019

<table>
<thead>
<tr>
<th>B</th>
<th>Check if applicable:</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Name of organization: CONCORDIA UNIVERSITY</td>
</tr>
<tr>
<td>D</td>
<td>Employer Identification number</td>
</tr>
<tr>
<td>E</td>
<td>Telephone number</td>
</tr>
<tr>
<td>F</td>
<td>Name and address of principal officer: Tom Hallett</td>
</tr>
<tr>
<td>G</td>
<td>Gross receipts $</td>
</tr>
<tr>
<td>H</td>
<td>Is this a group return for subordinates?</td>
</tr>
<tr>
<td>J</td>
<td>Website:</td>
</tr>
<tr>
<td>K</td>
<td>Form of organization: Corporation</td>
</tr>
<tr>
<td>L</td>
<td>Year of formation:</td>
</tr>
</tbody>
</table>

Part I: Summary

1. Briefly describe the organization's mission or most significant activities: Founded in 1864, Concordia University Chicago is a liberal arts-based Christian university located in River Forest, Illinois. Rooted in its Christian heritage of engaging knowledge (Continued on Schedule O, Statement 1)

2. Check this box □ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3. Number of voting members of the governing body (Part VI, line 1a) 3

4. Number of independent voting members of the governing body (Part VI, line 1b) 4

5. Total number of individuals employed in calendar year 2018 (Part V, line 2a) 5 1,664

6. Total number of volunteers (estimate if necessary) 6 1,250

7a. Total unrelated business revenue from Part VIII, column (C), line 12 7a 0

7b. Net unrelated business taxable income from Form 990-T, line 38 7b 0

Revenue

8. Contributions and grants (Part VIII, line 1h) 8

9. Program service revenue (Part VIII, line 2g) 9

10. Investment income (Part VIII, column (A), lines 3, 4, and 7d) 10

11. Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 11

12. Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 12

Expenses

13. Grants and similar amounts paid (Part IX, column (A), lines 1–3) 13

14. Benefits paid to or for members (Part IX, column (A), line 4) 14

15. Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 15

16a. Professional fundraising fees (Part IX, column (A), line 11e) 16a

17. Total fundraising expenses (Part IX, column (D), line 25) 17

18. Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 18

19. Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) 19

20. Revenue less expenses. Subtract line 18 from line 12 20

Net Assets of Exempt Organizations

21. Total assets (Part X, line 16) 21

22. Total liabilities (Part X, line 26) 22

Part II: Signature Block

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

Sign Here

Signature of officer

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name

Preparer's signature

Date

Check ☐ if self-employed

PTIN

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form 990 (2018)
Part III  Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:
   Founded in 1864, Concordia University Chicago is a liberal arts-based Christian university located in River Forest, Illinois. Rooted in its Christian heritage of engaging knowledge and faith, the University aspires to be the destination university for all who seek to develop their full individual potential through a distinctive, innovative and dynamic environment of exploration, creativity and (Continued on Schedule O, Statement 2)

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? □ Yes □ No
   If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? □ Yes □ No
   If "Yes," describe these changes on Schedule O.

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

4a (Code: ) (Expenses $80,566,658 including grants of $22,291,026) (Revenue $82,920,225)
   Education, General and Other - Operation of higher education and instruction divisions including support programs devoted to religious education, encouragement and understanding for both Master's level and doctoral graduate students, as well as undergraduate students. (Fall 2018 Total Enrollment - 6,145)

4b (Code: ) (Expenses $4,510,929 including grants of $0) (Revenue $7,327,337)
   College student room and board - Concordia University Chicago, like most other colleges/universities, provides room and board to its students. During this reporting period, the University dorms were near full capacity, with nearly 600 students living in campus residence halls.

4c (Code: ) (Expenses $3,690,459 including grants of $0) (Revenue $428,643)
   Conferences, Workshops, and Other University Events - Each fiscal year, Concordia University Chicago hosts several events which contribute to the accomplishment of the University's mission. Events include educational conferences, workshops, student-led theatre productions and athletic events. Not only do these events enhance our students' educational experience, but they also help educate individuals from the overall community. The largest single event the University hosts each fiscal year is the Concordia University Chicago Early Childhood Teachers' Conference. This conference, held in the summer, invites current Early Childhood Teachers, many of whom are our graduates, to share and learn about new Early Childhood instructional approaches, etc.

4d Other program services (Describe in Schedule O.) See Schedule O, Statement 3
   (Expenses $2,151,250 including grants of $0) (Revenue $2,486,586)

4e Total program service expenses ▶ 90,919,296

Form 990 (2018)
### Part IV Checklist of Required Schedules

<table>
<thead>
<tr>
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<th>Yes</th>
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<td>21</td>
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</tbody>
</table>

**Section 501(c)(3) Organizations.**

- Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part I
- Is the organization a section 501(c)(4), 501(c)(6), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III
- Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I
- Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II
- Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.
- Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI
- Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII
- Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII
- Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX
- Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X
- Did the organization’s answer to any of the following questions is “Yes”, then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.
- Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes", and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional
- Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E
- Did the organization maintain an office, employees, or agents outside of the United States?
- Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? If "Yes," complete Schedule F, Parts I and IV.
- Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV
- Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV.
- Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)
- Did the organization report more than $15,000 of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II.
- Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III
- Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H
- Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II
- If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?
Part IV Checklist of Required Schedules (continued)

22 Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule J, Parts I and III  

   Yes  No  

   22 ✓

23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization’s current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J  

   Yes  No  

   23 ✓

24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a  

   Yes  No  

   24a ✓

b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?  

   Yes  No  

   24b ✓

c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?  

   Yes  No  

   24c ✓

d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?  

   Yes  No  

   24d ✓

25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I  

   Yes  No  

   25a ✓

b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization’s prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I  

   Yes  No  

   25b ✓

26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II  

   Yes  No  

   26 ✓

27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III  

   Yes  No  

   27 ✓

28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):  

   a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV  

   Yes  No  

   28a ✓

b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV  

   Yes  No  

   28b ✓

c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV  

   Yes  No  

   28c ✓

29 Did the organization receive more than $25,000 in non-cash contributions? If "Yes," complete Schedule M  

   Yes  No  

   29 ✓

30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M  

   Yes  No  

   30 ✓

31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I  

   Yes  No  

   31 ✓

32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II  

   Yes  No  

   32 ✓

33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I  

   Yes  No  

   33 ✓

34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1  

   Yes  No  

   34 ✓

35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?  

   Yes  No  

   35a ✓

b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2  

   Yes  No  

   35b ✓

36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2  

   Yes  No  

   36 ✓

37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI  

   Yes  No  

   37 ✓

38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.  

   Yes  No  

   38 ✓

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

   Yes  No  

   1a 170

   1b 0

   1c

Form 990 (2018)
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>2a. Enter the number of employees reported on Form W-3, Transmittal of</td>
<td></td>
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<tr>
<td>Wage and Tax Statements, filed for the calendar year ending with or</td>
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<td>within the year covered by this return.</td>
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<td>2b. If at least one is reported on line 2a, did the organization file</td>
<td>Yes</td>
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<td>all required federal employment tax returns?</td>
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<td>Note. If the sum of lines 1a and 2a is greater than 250, you may be</td>
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<td>required to e-file (see instructions).</td>
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<td>3a. Did the organization have unrelated business gross income of $1,000</td>
<td>Yes</td>
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<tr>
<td>or more during the year?</td>
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<td>b. If &quot;Yes,&quot; has it filed a Form 990-T for this year? If &quot;No&quot; to line</td>
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<td>3b. provide an explanation in Schedule O.</td>
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<td>4a. At any time during the calendar year, did the organization have</td>
<td>Yes</td>
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<td>an interest in, or a signature or other authority over, a financial</td>
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<td>account in a foreign country (such as a bank account, securities</td>
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<td>account, or other financial account)?</td>
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<td>b. If &quot;Yes,&quot; enter the name of the foreign country:</td>
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<td>5a. Was the organization a party to a prohibited tax shelter</td>
<td>Yes</td>
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<td>transaction at any time during the tax year?</td>
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<td>b. Did any taxable party notify the organization that it was or is a</td>
<td>Yes</td>
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<td>party to a prohibited tax shelter transaction?</td>
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<td>c. If &quot;Yes&quot; to line 5a or 5b, did the organization file Form 8886-T?</td>
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<td>6a. Does the organization have annual gross receipts that are</td>
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<td>normally greater than $100,000, and did the organization solicit any</td>
<td>Yes</td>
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<td>contributions that were not tax deductible as charitable contributions?</td>
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<td>b. If &quot;Yes,&quot; did the organization include with every solicitation an</td>
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<td>express statement that such contributions or gifts were not tax</td>
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<td>deductible?</td>
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<td>7. Organizations that may receive deductible contributions under</td>
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<tr>
<td>section 170(c).</td>
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<td>a. Did the organization receive a payment in excess of $75 made partly</td>
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<td>as a contribution and partly for goods and services provided to the</td>
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<td>payor?</td>
<td>Yes</td>
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<td>b. If &quot;Yes,&quot; did the organization notify the donor of the value of</td>
<td>Yes</td>
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<td>the goods or services provided?</td>
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<td>c. Did the organization sell, exchange, or otherwise dispose of</td>
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<td>tangible personal property for which it was required to file Form</td>
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<td>d. If &quot;Yes,&quot; indicate the number of Forms 8282 filed during the year</td>
<td>Yes</td>
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<td>7d.</td>
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<td>e. Did the organization receive any funds, directly or indirectly, to</td>
<td>Yes</td>
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<td>pay premiums on a personal benefit contract?</td>
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<td>f. Did the organization, during the year, pay premiums, directly or</td>
<td>Yes</td>
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<td>indirectly, on a personal benefit contract?</td>
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<td>g. If the organization received a contribution of qualified</td>
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<td>intellectual property, did the organization file Form 8899 as required?</td>
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<td>h. If the organization received a contribution of cars, boats,</td>
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<td>airplanes, or other vehicles, did the organization file a Form</td>
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<td>1098-C?</td>
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<td>8. Sponsoring organizations maintaining donor advised funds. Did a</td>
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<td>donor advised fund maintained by the sponsoring organization have</td>
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<td>excess business holdings at any time during the year?</td>
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<td>9. Sponsoring organizations maintaining donor advised funds. Did the</td>
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<td>sponsoring organization make any taxable distributions under section</td>
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<td>4966?</td>
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<tr>
<td>10. Section 501(c)(7) organizations. Enter:</td>
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<tr>
<td>a. Initiation fees and capital contributions included on Part VIII,</td>
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<td>line 12</td>
<td>10a</td>
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</tr>
<tr>
<td>b. Gross receipts, included on Form 990, Part VIII, line 12, for</td>
<td>10b</td>
<td></td>
</tr>
<tr>
<td>public use of club facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Section 501(c)(12) organizations. Enter:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Gross income from members or shareholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Gross income from other sources (Do not net amounts due or paid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to other sources against amounts due or received from them.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11a.</td>
<td>11b</td>
<td></td>
</tr>
<tr>
<td>12a. Section 4947(a)(1) non-exempt charitable trusts. Is the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>organization filing Form 990 in lieu of Form 1041?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; enter the amount of tax-exempt interest received or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>accrued during the year.</td>
<td>12b</td>
<td></td>
</tr>
<tr>
<td>13. Section 501(c)(29) qualified nonprofit health insurance issuers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Is the organization licensed to issue qualified health plans in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>more than one state?</td>
<td>13a</td>
<td></td>
</tr>
<tr>
<td>Note. See the instructions for additional information the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>must report on Schedule O.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Enter the amount of reserves the organization is required to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>maintain by the states in which the organization is licensed to issue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>qualified health plans.</td>
<td>13a</td>
<td></td>
</tr>
<tr>
<td>c. Enter the amount of reserves on hand</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13c.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14a. Did the organization receive any payments for indoor tanning</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>services during the tax year?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; has it filed a Form 720 to report these payments?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>If &quot;No,&quot; provide an explanation in Schedule O.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14b.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Is the organization subject to the section 4960 tax on payment(s)</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>of more than $1,000,000 in remuneration or excess parachute</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>payment(s) during the year?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If &quot;Yes,&quot; see instructions and file Form 4720, Schedule N.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Is the organization an educational institution subject to the</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>section 4968 excise tax on net investment income?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If &quot;Yes,&quot; complete Form 4720, Schedule O.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part VI  Governance, Management, and Disclosure  For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI.

Section A. Governing Body and Management

1a Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.

2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?

3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?

4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?

5 Did the organization become aware during the year of a significant diversion of the organization's assets?

6 Did the organization have members or stockholders?

7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?

7b Were any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?

8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:
   a The governing body?
   b Each committee with authority to act on behalf of the governing body?

9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O.

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

10a Did the organization have local chapters, branches, or affiliates?

10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, branches, and affiliates, and branches to ensure that their activities are consistent with the organization's exempt purposes?

11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?

11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.

12a Did the organization have a written conflict of interest policy? If "No," go to line 13

12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?

12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done.

13 Did the organization have a written whistleblower policy?

14 Did the organization have a written document retention and destruction policy?

15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?
   a The organization's CEO, Executive Director, or top management official
   b Other officers or key employees of the organization

16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?

16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed. None

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
   ☑ Own website  ☐ Another's website  ☑ Upon request  ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

Tom Hallett, (708)209-3350

1400 Augusta Street, River Forest, IL 60305-1499
### Part VII  Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

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

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

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

- List all of the organization's current officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's current key employees, if any. See instructions for definition of "key employee."
- List the organization’s five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations.
- List all of the organization’s former officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization’s former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

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

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

<table>
<thead>
<tr>
<th>(A) Name and Title</th>
<th>(B) Average hours per week (list any hours for related organizations below dotted line)</th>
<th>(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)</th>
<th>(D) Reportable compensation from the organization (W-2/1099-MISC)</th>
<th>(E) Reportable compensation from related organizations (W-2/1099-MISC)</th>
<th>(F) Estimated amount of other compensation from the organization and related organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rev Gary Bertels</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rev Mark Bestul</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr C Ross Betts</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rev Allan Buss</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Dr Alicia Dietrich</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rev Roger Gallup</td>
<td>3.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice Chair Board</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Debra Grimes</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Eric Hiller</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms Michelle Kazmierzczak</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Mr Felix Loc</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Thomas McCain</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Mark Muehl</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Dominic Salvino</td>
<td>3.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretary Board</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Bruce Schultz</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Part VII  Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

<table>
<thead>
<tr>
<th>(A) Name and Title</th>
<th>(B) Average hours per week (list any hours for related organizations below dotted line)</th>
<th>(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)</th>
<th>(D) Reportable compensation from the organization (W-2/1099-MISC)</th>
<th>(E) Reportable compensation from related organizations (W-2/1099-MISC)</th>
<th>(F) Estimated amount of other compensation from the organization and related organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Jeff Schwarz</td>
<td>3.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretary Board</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Mark Stern</td>
<td>3.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair Board</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms Virginia Terrell</td>
<td>1.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Member</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Daniel Gard</td>
<td>48.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>President/CEO</td>
<td>2.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Tom Hallett</td>
<td>48.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice President/CFO/COO</td>
<td>2.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms Evelyn Burdick</td>
<td>50.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Vice President</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr James Miller</td>
<td>45.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Vice President</td>
<td>5.00</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Dr Thomas Jandris</td>
<td>50.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Vice President</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr O John Zillman</td>
<td>50.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice President</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Jeffrey Hynes</td>
<td>50.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice President</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Claudia Santin</td>
<td>50.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Craig Schilling</td>
<td>40.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Christopher Lilly</td>
<td>50.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Carol Reiseck</td>
<td>48.00</td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assoc Dean</td>
<td>2.00</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
### Part VII  Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

<table>
<thead>
<tr>
<th>(A) Name and title</th>
<th>(B) Hours per week</th>
<th>(C)Position</th>
<th>(D) Reportable compensation from the organization (W-2/1099-MISC)</th>
<th>(E) Reportable compensation from related organizations (W-2/1099-MISC)</th>
<th>(F) Estimated amount of other compensation from the organization and related organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Erik Ankerberg</td>
<td>50.00</td>
<td></td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asst Vice President</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 1b Sub-total       | 1,974,173         | 0           | 432,958                                        |
| c Total from continuation sheets to Part VII, Section A | 1,974,173 | 0 | 432,958 |
| d Total (add lines 1b and 1c) | 1,974,173 | 0 | 432,958 |

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization: 36

3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If “Yes,” complete Schedule J for such individual: 3 ✔

4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? If “Yes,” complete Schedule J for such individual: 4 ✔

5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If “Yes,” complete Schedule J for such person: 5 ✔

### Section B. Independent Contractors

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

<table>
<thead>
<tr>
<th>(A) Name and business address</th>
<th>(B) Description of services</th>
<th>(C) Compensation</th>
</tr>
</thead>
</table>

See Schedule O, Statement 4

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization: 18
<table>
<thead>
<tr>
<th>Contributions, Gifts, Grants and Other Similar Amounts</th>
<th>(A) Total revenue</th>
<th>(B) Related or exempt function revenue</th>
<th>(C) Unrelated business revenue</th>
<th>(D) Revenue excluded from tax under sections 512-514</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a Federated campaigns</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b Membership dues</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c Fundraising events</td>
<td>90,900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d Related organizations</td>
<td>923,009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e Government grants (contributions)</td>
<td>668,577</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f All other contributions, gifts, grants, and similar amounts not included above</td>
<td>4,039,362</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g Noncash contributions included in lines 1a-1f: $</td>
<td>18,866</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>h Total. Add lines 1a-1f</td>
<td>5,741,848</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Service Revenue</th>
<th>Business Code</th>
<th>(A) Total revenue</th>
<th>(B) Related or exempt function revenue</th>
<th>(C) Unrelated business revenue</th>
<th>(D) Revenue excluded from tax under sections 512-514</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a Tuition and Fees</td>
<td>611310</td>
<td>82,920,225</td>
<td>82,920,225</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b Room and Board</td>
<td>611310</td>
<td>7,327,337</td>
<td>7,327,337</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>c Early Childhood Center</td>
<td>611600</td>
<td>2,486,586</td>
<td>2,486,586</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d Conferences and Other Campus Events</td>
<td>611710</td>
<td>428,643</td>
<td>428,643</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e All other program service revenue</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>f Total. Add lines 2a-2f</td>
<td>93,162,791</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Investment income (including dividends, interest, and other similar amounts) | 7,348 | 0 | 0 | 7,348 |

| Income from investment of tax-exempt bond proceeds | 0 | 0 | 0 | 0 |

| Royalties                                             | 0 | 0 | 0 | 0 |

| Gross rents                                           | 363,050 | 0 | 0 | 363,050 |
| Less: rental expenses                                 | 502,515 | 0 | 0 | 502,515 |
| Rental income or (loss)                               | -139,455 | 0 | 0 | -139,455 |
| Net rental income or (loss)                           | -139,455 | 0 | 0 | -139,455 |

| Gross amount from sales of assets other than inventory | 0 | 11,546 | 0 | 11,546 |
| Less: cost or other basis and sales expenses         | 0 | 16,255 | 0 | 16,255 |
| Gain or (loss)                                        | 0 | -4,710 | 0 | -4,710 |
| Net gain or (loss)                                    | -4,710 | 0 | 0 | -4,710 |

| Gross income from fundraising events (not including $90,900 of contributions reported on line 1c) |
| See Part IV, line 18                                  | 9,900 |

| Less: direct expenses                                 | 54,220 |
| Net income or (loss) from fundraising events          | -44,320 |

| Gross income from gaming activities. |
| See Part IV, line 19 |

| Less: direct expenses                                 | 0 |
| Net income or (loss) from gaming activities           | 

| Gross sales of inventory, less returns and allowances | 0 |
| Less: cost of goods sold                               | 0 |
| Net income or (loss) from sales of inventory          | 0 |

<table>
<thead>
<tr>
<th>Miscellaneous Revenue</th>
<th>Business Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>11a Campus Phone/Campus Card</td>
<td>611710</td>
</tr>
<tr>
<td>12 Total revenue. See instructions</td>
<td>98,726,187</td>
</tr>
</tbody>
</table>

Form 990 (2018)
### Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

<table>
<thead>
<tr>
<th></th>
<th>(A) Total expenses</th>
<th>(B) Program service expenses</th>
<th>(C) Management and general expenses</th>
<th>(D) Fundraising expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Grants and other assistance to domestic individual. See Part IV, line 22</td>
<td>22,291,026</td>
<td>22,291,026</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16</td>
<td>67,408</td>
<td>67,408</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Benefits paid to or for members</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Compensation of current officers, directors, trustees, and key employees</td>
<td>1,484,561</td>
<td>953,332</td>
<td>293,229</td>
</tr>
<tr>
<td>6</td>
<td>Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>Other salaries and wages</td>
<td>32,927,593</td>
<td>31,083,352</td>
<td>1,247,367</td>
</tr>
<tr>
<td>8</td>
<td>Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)</td>
<td>2,037,601</td>
<td>1,873,602</td>
<td>116,479</td>
</tr>
<tr>
<td>9</td>
<td>Other employee benefits</td>
<td>6,379,291</td>
<td>5,924,122</td>
<td>326,777</td>
</tr>
<tr>
<td>10</td>
<td>Payroll taxes</td>
<td>2,132,165</td>
<td>2,004,451</td>
<td>84,740</td>
</tr>
<tr>
<td>11</td>
<td>Fees for services (non-employees):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Management</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>b Legal</td>
<td>150,045</td>
<td>150,045</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>c Accounting</td>
<td>75,300</td>
<td>0</td>
<td>75,300</td>
</tr>
<tr>
<td></td>
<td>d Lobbying</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>e Professional fundraising services. See Part IV, line 17</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>f Investment management fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>g Other, (if line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)</td>
<td>3,716,599</td>
<td>3,716,599</td>
<td>0</td>
</tr>
<tr>
<td>12</td>
<td>Advertising and promotion</td>
<td>11,867,071</td>
<td>11,867,071</td>
<td>0</td>
</tr>
<tr>
<td>13</td>
<td>Office expenses</td>
<td>1,255,230</td>
<td>1,134,743</td>
<td>21,627</td>
</tr>
<tr>
<td>14</td>
<td>Information technology</td>
<td>1,147,659</td>
<td>1,045,012</td>
<td>80,144</td>
</tr>
<tr>
<td>15</td>
<td>Royalties</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>16</td>
<td>Occupancy</td>
<td>2,533,160</td>
<td>2,306,593</td>
<td>176,897</td>
</tr>
<tr>
<td>17</td>
<td>Travel</td>
<td>914,943</td>
<td>862,481</td>
<td>20,833</td>
</tr>
<tr>
<td>18</td>
<td>Payments of travel or entertainment expenses for any federal, state, or local public officials</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19</td>
<td>Conferences, conventions, and meetings</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20</td>
<td>Interest</td>
<td>1,517,125</td>
<td>0</td>
<td>1,517,125</td>
</tr>
<tr>
<td>21</td>
<td>Payments to affiliates</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>22</td>
<td>Depreciation, depletion, and amortization</td>
<td>3,637,566</td>
<td>3,637,566</td>
<td>0</td>
</tr>
<tr>
<td>23</td>
<td>Insurance</td>
<td>835,896</td>
<td>0</td>
<td>835,896</td>
</tr>
<tr>
<td>24</td>
<td>Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Student Orientation</td>
<td>707,144</td>
<td>707,144</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>b Bad Debt and Collections</td>
<td>616,818</td>
<td>616,818</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>c Memberships</td>
<td>172,796</td>
<td>172,796</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>d Other Bond Related Expenses</td>
<td>66,353</td>
<td>0</td>
<td>66,353</td>
</tr>
<tr>
<td></td>
<td>e All other expenses</td>
<td>1,017,236</td>
<td>655,180</td>
<td>226,188</td>
</tr>
<tr>
<td>25</td>
<td>Total functional expenses. Add lines 1 through 24e</td>
<td>97,550,586</td>
<td>90,919,296</td>
<td>5,241,020</td>
</tr>
<tr>
<td>26</td>
<td>Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here . If following SOP 98-2 (ASC 958-720).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Form 990 (2018)
## Part X  Balance Sheet

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

<table>
<thead>
<tr>
<th></th>
<th>Beginning of year</th>
<th>End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cash—non-interest-bearing</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Savings and temporary cash investments</td>
<td>207,193</td>
</tr>
<tr>
<td>3</td>
<td>Pledges and grants receivable, net</td>
<td>2,270,124</td>
</tr>
<tr>
<td>4</td>
<td>Accounts receivable, net</td>
<td>6,196,725</td>
</tr>
<tr>
<td>5</td>
<td>Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>Notes and loans receivable, net</td>
<td>309,350</td>
</tr>
<tr>
<td>8</td>
<td>Inventories for sale or use</td>
<td>0</td>
</tr>
<tr>
<td>9</td>
<td>Prepaid expenses and deferred charges</td>
<td>5,093,668</td>
</tr>
<tr>
<td>10a</td>
<td>Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D</td>
<td>127,797,496</td>
</tr>
<tr>
<td></td>
<td>Less: accumulated depreciation</td>
<td>63,128,149</td>
</tr>
<tr>
<td>11</td>
<td>Investments—publicly traded securities</td>
<td>0</td>
</tr>
<tr>
<td>12</td>
<td>Investments—other securities. See Part IV, line 11</td>
<td>0</td>
</tr>
<tr>
<td>13</td>
<td>Investments—program-related. See Part IV, line 11</td>
<td>1,159,889</td>
</tr>
<tr>
<td>14</td>
<td>Intangible assets</td>
<td>0</td>
</tr>
<tr>
<td>15</td>
<td>Other assets. See Part IV, line 11</td>
<td>2,070,044</td>
</tr>
<tr>
<td>16</td>
<td>Total assets. Add lines 1 through 15 (must equal line 34)</td>
<td>80,435,121</td>
</tr>
<tr>
<td>17</td>
<td>Accounts payable and accrued expenses</td>
<td>11,235,520</td>
</tr>
<tr>
<td>18</td>
<td>Grants payable</td>
<td>0</td>
</tr>
<tr>
<td>19</td>
<td>Deferred revenue</td>
<td>6,080,408</td>
</tr>
<tr>
<td>20</td>
<td>Tax-exempt bond liabilities</td>
<td>13,600,000</td>
</tr>
<tr>
<td>21</td>
<td>Escrow or custodial account liability. Complete Part IV of Schedule D</td>
<td>0</td>
</tr>
<tr>
<td>22</td>
<td>Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L</td>
<td>0</td>
</tr>
<tr>
<td>23</td>
<td>Secured mortgages and notes payable to unrelated third parties</td>
<td>29,993,354</td>
</tr>
<tr>
<td>24</td>
<td>Unsecured notes and loans payable to unrelated third parties</td>
<td>3,155,789</td>
</tr>
<tr>
<td>25</td>
<td>Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D</td>
<td>457,039</td>
</tr>
<tr>
<td>26</td>
<td>Total liabilities. Add lines 17 through 25</td>
<td>64,522,110</td>
</tr>
<tr>
<td>Organizations that follow SFAS 117 (ASC 958), check here ▶ and complete lines 27 through 29, and lines 33 and 34.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Unrestricted net assets</td>
<td>9,953,292</td>
</tr>
<tr>
<td>28</td>
<td>Temporarily restricted net assets</td>
<td>3,803,531</td>
</tr>
<tr>
<td>29</td>
<td>Permanently restricted net assets</td>
<td>2,156,188</td>
</tr>
<tr>
<td>Organizations that do not follow SFAS 117 (ASC 958), check here □ and complete lines 30 through 34.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Capital stock or trust principal, or current funds</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Paid-in or capital surplus, or land, building, or equipment fund</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Retained earnings, endowment, accumulated income, or other funds</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Total net assets or fund balances</td>
<td>15,913,011</td>
</tr>
<tr>
<td>34</td>
<td>Total liabilities and net assets/fund balances</td>
<td>80,435,121</td>
</tr>
</tbody>
</table>
Part XI | Reconciliation of Net Assets
Check if Schedule O contains a response or note to any line in this Part XI.

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total revenue (must equal Part VIII, column (A), line 12)</td>
<td>1 98,726,187</td>
</tr>
<tr>
<td>2</td>
<td>Total expenses (must equal Part IX, column (A), line 25)</td>
<td>2 97,550,586</td>
</tr>
<tr>
<td>3</td>
<td>Revenue less expenses. Subtract line 2 from line 1</td>
<td>3 1,175,601</td>
</tr>
<tr>
<td>4</td>
<td>Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))</td>
<td>4 15,913,011</td>
</tr>
<tr>
<td>5</td>
<td>Net unrealized gains (losses) on investments</td>
<td>5 0</td>
</tr>
<tr>
<td>6</td>
<td>Donated services and use of facilities</td>
<td>6 0</td>
</tr>
<tr>
<td>7</td>
<td>Investment expenses</td>
<td>7 0</td>
</tr>
<tr>
<td>8</td>
<td>Prior period adjustments</td>
<td>8 0</td>
</tr>
<tr>
<td>9</td>
<td>Other changes in net assets or fund balances (explain in Schedule O)</td>
<td>9 -257,015</td>
</tr>
<tr>
<td>10</td>
<td>Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))</td>
<td>10 16,831,597</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Line</th>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Accounting method used to prepare the Form 990: Cash \ Accrual \ Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2a</td>
<td>Were the organization’s financial statements compiled or reviewed by an independent accountant?</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>2b</td>
<td>Were the organization’s financial statements audited by an independent accountant?</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>2c</td>
<td>If “Yes” to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>3a</td>
<td>As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>3b</td>
<td>If “Yes,” did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
**Public Charity Status and Public Support**

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

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

1. [ ] A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
2. [✓] A school described in section 170(b)(1)(A)(ii). (Attach Schedule E (Form 990 or 990-EZ).)
3. [ ] A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
4. [ ] A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital’s name, city, and state:

5. [ ] An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
6. [ ] A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
7. [ ] An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
8. [ ] A community trust described in section 170(b)(1)(A)(vii). (Complete Part II.)
9. [ ] An agricultural research organization described in section 170(b)(1)(A)(ix) operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:

10. [ ] An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its current gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
12. [ ] An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or 509(a)(2). See section 509(a)(3). Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

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

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

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

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

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

f. Enter the number of supported organizations.

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

<table>
<thead>
<tr>
<th>(I) Name of supported organization</th>
<th>(II) EIN</th>
<th>(III) Type of organization (described on lines 1-10 above (see instructions))</th>
<th>(IV) Is the organization listed in your governing document?</th>
<th>(V) Amount of monetary support (see instructions)</th>
<th>(VI) Amount of other support (see instructions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(B)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(C)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(D)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(E)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total                             |         |                                                                                |                                                          |                                 |                                     |
**Part II**  Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

<table>
<thead>
<tr>
<th>Section A. Public Support</th>
<th>(a) 2014</th>
<th>(b) 2015</th>
<th>(c) 2016</th>
<th>(d) 2017</th>
<th>(e) 2018</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gifts, grants, contributions, and membership fees received. (Do not include any &quot;unusual grants.&quot;)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 The value of services or facilities furnished by a governmental unit to the organization without charge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Total. Add lines 1 through 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Public support. Subtract line 5 from line 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Section B. Total Support**

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

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

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2014</th>
<th>(b) 2015</th>
<th>(c) 2016</th>
<th>(d) 2017</th>
<th>(e) 2018</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Public support percentage from 2017 Schedule A, Part II, line 14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16a 33 1/3% support test—2018. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16b 33 1/3% support test—2017. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17a 10%-facts-and-circumstances test—2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the &quot;facts-and-circumstances&quot; test, check this box and stop here. Explain in Part VI how the organization meets the &quot;facts-and-circumstances&quot; test. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17b 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the &quot;facts-and-circumstances&quot; test, check this box and stop here. Explain in Part VI how the organization meets the &quot;facts-and-circumstances&quot; test. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section A. Public Support

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

### Section B. Total Support

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2014</th>
<th>(b) 2015</th>
<th>(c) 2016</th>
<th>(d) 2017</th>
<th>(e) 2018</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 Amounts from line 6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Total support. (Add lines 9, 10c, 11, and 12)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Section C. Computation of Public Support Percentage

| Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) | 15 % |
| Public support percentage from 2017 Schedule A, Part III, line 15 | 16 % |

### Section D. Computation of Investment Income Percentage

| Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f)) | 17 % |
| Investment income percentage from 2017 Schedule A, Part III, line 17 | 18 % |
| 19a 33 1/3% support tests—2018. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization |         |
| 19b 33 1/3% support tests—2017. If the organization did not check the box on line 14 or line 19a, and line 15 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization |         |
| 20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions |         |
Part IV  Supporting Organizations

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

Section A. All Supporting Organizations

1. Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.

2. Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).

3a. Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.

b. Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.

c. Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.

4a. Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.

b. Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.

c. Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.

5a. Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).

b. Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?

c. Substitutions only. Was the substitution the result of an event beyond the organization's control?

6. Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI.

7. Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).

8. Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).

9a. Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI.

b. Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI.

c. Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI.

10a. Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b below.

b. Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)
Part IV  Supporting Organizations (continued)

11 Has the organization accepted a gift or contribution from any of the following persons?
   a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?
   b A family member of a person described in (a) above?
   c A 35% controlled entity of a person described in (a) or (b) above? If “Yes,” provide detail in Part VI.

Section B. Type I Supporting Organizations

1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization’s directors or trustees at all times during the tax year? If “No,” describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization’s activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.

2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If “Yes,” explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization’s tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization’s governing documents in effect on the date of notification, to the extent not previously provided?

2 Were any of the organization’s officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If “No,” explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).

3 By reason of the relationship described in (2), did the organization’s supported organizations have a significant voice in the organization’s investment policies and in directing the use of the organization’s income or assets at all times during the tax year? If “Yes,” describe in Part VI the role the organization’s supported organizations played in this regard.

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).
   a ☐ The organization satisfied the Activities Test. Complete line 2 below.
   b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.
   c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).

2 Activities Test. Answer (a) and (b) below.
   a Did substantially all of the organization’s activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If “Yes,” then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.
   b Did the activities described in (a) constitute activities that, but for the organization’s involvement, one or more of the organization’s supported organization(s) would have engaged in? If “Yes,” explain in Part VI the reasons for the organization’s position that its supported organization(s) would have engaged in these activities but for the organization’s involvement.

3 Parent of Supported Organizations. Answer (a) and (b) below.
   a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.
   b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If “Yes,” describe in Part VI the role played by the organization in this regard.
### Part V  Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

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

#### Section A—Adjusted Net Income

<table>
<thead>
<tr>
<th>Net short-term capital gain</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recoveries of prior-year distributions</td>
<td>2</td>
</tr>
<tr>
<td>Other gross income (see instructions)</td>
<td>3</td>
</tr>
<tr>
<td>Add lines 1 through 3.</td>
<td>4</td>
</tr>
<tr>
<td>Depreciation and depletion</td>
<td>5</td>
</tr>
<tr>
<td>Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)</td>
<td>6</td>
</tr>
<tr>
<td>Other expenses (see instructions)</td>
<td>7</td>
</tr>
<tr>
<td><strong>Adjusted Net Income</strong> (subtract lines 5, 6, and 7 from line 4)</td>
<td>8</td>
</tr>
</tbody>
</table>

#### Section B—Minimum Asset Amount

<table>
<thead>
<tr>
<th>Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average monthly value of securities</td>
</tr>
<tr>
<td>Average monthly cash balances</td>
</tr>
<tr>
<td>Fair market value of other non-exempt-use assets</td>
</tr>
<tr>
<td><strong>Total</strong> (add lines 1a, 1b, and 1c)</td>
</tr>
<tr>
<td><strong>Discount</strong> claimed for blockage or other factors (explain in detail in Part VI):</td>
</tr>
<tr>
<td>Acquisition indebtedness applicable to non-exempt-use assets</td>
</tr>
<tr>
<td>Subtract line 2 from line 1d.</td>
</tr>
<tr>
<td>Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).</td>
</tr>
<tr>
<td>Net value of non-exempt-use assets (subtract line 4 from line 3)</td>
</tr>
<tr>
<td>Multiply line 5 by .035.</td>
</tr>
<tr>
<td>Recoveries of prior-year distributions</td>
</tr>
<tr>
<td><strong>Minimum Asset Amount</strong> (add line 7 to line 6)</td>
</tr>
</tbody>
</table>

#### Section C—Distributable Amount

| Adjusted net income for prior year (from Section A, line 8, Column A) | 1 |
| Enter 85% of line 1. | 2 |
| Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 |
| Enter greater of line 2 or line 3. | 4 |
| Income tax imposed in prior year | 5 |
| **Distributable Amount**. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions). | 6 |

7. Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).
### Part V  Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

#### Section D — Distributions

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

#### Section E — Distribution Allocations (see instructions)

<table>
<thead>
<tr>
<th></th>
<th>(i) Excess Distributions</th>
<th>(ii) Underdistributions Pre-2018</th>
<th>(iii) Distributable Amount for 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Distributable amount for 2018 from Section C, line 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Underdistributions, if any, for years prior to 2018 (reasonable cause required—explain in Part VI). See instructions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Excess distributions carryover, if any, to 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>From 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>From 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>From 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>From 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>From 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f</td>
<td><strong>Total</strong> of lines 3a through 3e</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>Applied to underdistributions of prior years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h</td>
<td>Applied to 2018 distributable amount</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Carryover from 2013 not applied (see instructions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>j</td>
<td>Remainder. Subtract lines 3g, 3h, and 3i from 3f.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Distributions for 2018 from Section D, line 7:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Applied to underdistributions of prior years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Applied to 2018 distributable amount</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Remainder. Subtract lines 4a and 4b from 4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td><strong>Excess distributions carryover to 2019.</strong> Add lines 3j and 4c.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Breakdown of line 7:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Excess from 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Excess from 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Excess from 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Excess from 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Excess from 2018</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part VI  **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)
Supplemental Financial Statements

Complete if the organization answered “Yes” on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

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

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

<table>
<thead>
<tr>
<th></th>
<th>(a) Donor advised funds</th>
<th>(b) Funds and other accounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total number at end of year</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Aggregate value of contributions to (during year)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Aggregate value of grants from (during year)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Aggregate value at end of year</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization’s property, subject to the organization’s exclusive legal control?</td>
<td>□ Yes □ No</td>
</tr>
<tr>
<td>6</td>
<td>Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?</td>
<td>□ Yes □ No</td>
</tr>
</tbody>
</table>

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

1. Purpose(s) of conservation easements held by the organization (check all that apply).
   - Preservation of land for public use (e.g., recreation or education)
   - Protection of natural habitat
   - Preservation of open space
   - Preservation of a historically important land area
   - Preservation of a certified historic structure

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

   a. Total number of conservation easements
   b. Total acreage restricted by conservation easements
   c. Number of conservation easements on a certified historic structure included in (a)
   d. Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register

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

   a. Number of states where property subject to conservation easement is located
   b. Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?
   c. Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
   d. Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

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

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

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

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

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Revenue included on Form 990, Part VIII, line 1</td>
<td>▶ $</td>
</tr>
<tr>
<td>(ii) Assets included in Form 990, Part X</td>
<td>▶ $</td>
</tr>
</tbody>
</table>

For Paperwork Reduction Act Notice, see the Instructions for Form 990.
Part III  Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization’s acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):
   a ☑ Public exhibition  
   b ☑ Scholarly research  
   c ☑ Preservation for future generations  
   d ☐ Loan or exchange programs  
   e ☐ Other

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

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

Part IV  Escrow and Custodial Arrangements.

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c Beginning balance</td>
<td></td>
</tr>
<tr>
<td>1d Additions during the year</td>
<td></td>
</tr>
<tr>
<td>1e Distributions during the year</td>
<td></td>
</tr>
<tr>
<td>1f Ending balance</td>
<td></td>
</tr>
</tbody>
</table>

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  ☑ Yes  ☐ No

b If “Yes,” explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII.

Part V  Endowment Funds.

Complete if the organization answered “Yes” on Form 990, Part IV, line 10.

<table>
<thead>
<tr>
<th></th>
<th>(a) Current year</th>
<th>(b) Prior year</th>
<th>(c) Two years back</th>
<th>(d) Three years back</th>
<th>(e) Four years back</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a Beginning of year balance</td>
<td>23,697,259</td>
<td>22,656,203</td>
<td>20,723,560</td>
<td>21,254,284</td>
<td>22,146,857</td>
</tr>
<tr>
<td>b Contributions</td>
<td>853,948</td>
<td>622,211</td>
<td>678,168</td>
<td>1,393,167</td>
<td>1,286,661</td>
</tr>
<tr>
<td>c Net investment earnings, gains, and losses</td>
<td>1,077,269</td>
<td>1,458,548</td>
<td>2,577,184</td>
<td>-448,849</td>
<td>-769,523</td>
</tr>
<tr>
<td>d Grants or scholarships</td>
<td>656,667</td>
<td>671,994</td>
<td>688,576</td>
<td>518,467</td>
<td>560,587</td>
</tr>
<tr>
<td>e Other expenditures for facilities and programs</td>
<td>266,342</td>
<td>367,709</td>
<td>634,133</td>
<td>956,575</td>
<td>849,124</td>
</tr>
<tr>
<td>f Administrative expenses</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>g End of year balance</td>
<td>24,705,467</td>
<td>23,697,259</td>
<td>22,656,203</td>
<td>20,723,560</td>
<td>21,254,284</td>
</tr>
</tbody>
</table>

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

   a Board designated or quasi-endowment  39 %

   b Permanent endowment  48 %

   c Temporarily restricted endowment  13 %

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

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

   (i) unrelated organizations  ☑ Yes  ☐ No

   (ii) related organizations  ☐ Yes  ☑ No

b If “Yes” on line 3a(ii), are the related organizations listed as required on Schedule R?  ☑ Yes  ☐ No

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

Part VI  Land, Buildings, and Equipment.

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

<table>
<thead>
<tr>
<th>Description of property</th>
<th>(a) Cost or other basis (Investment)</th>
<th>(b) Cost or other basis (other)</th>
<th>(c) Accumulated depreciation</th>
<th>(d) Book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a Land</td>
<td>0</td>
<td>2,269,643</td>
<td></td>
<td>2,269,643</td>
</tr>
<tr>
<td>b Buildings</td>
<td>0</td>
<td>92,834,211</td>
<td>40,554,867</td>
<td>52,279,344</td>
</tr>
<tr>
<td>c Leasehold improvements</td>
<td>0</td>
<td>7,517,635</td>
<td>4,951,501</td>
<td>2,566,134</td>
</tr>
<tr>
<td>d Equipment</td>
<td>0</td>
<td>22,031,816</td>
<td>16,976,367</td>
<td>5,055,449</td>
</tr>
<tr>
<td>e Other</td>
<td>0</td>
<td>3,144,191</td>
<td>1,977,442</td>
<td>1,166,749</td>
</tr>
</tbody>
</table>

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (b), line 10c.)  63,337,319
### Part VII Investments—Other Securities.
Complete if the organization answered “Yes” on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

<table>
<thead>
<tr>
<th>(a) Description of security or category (including name of security)</th>
<th>(b) Book value</th>
<th>(c) Method of valuation: Cost or end-of-year market value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Financial derivatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) Closely-held equity interests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3) Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(B)</td>
<td></td>
<td></td>
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<tr>
<td>(C)</td>
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<tr>
<td>(D)</td>
<td></td>
<td></td>
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<tr>
<td>(E)</td>
<td></td>
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<tr>
<td>(F)</td>
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<td></td>
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<tr>
<td>(G)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(H)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)**

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

<table>
<thead>
<tr>
<th>(a) Description of investment</th>
<th>(b) Book value</th>
<th>(c) Method of valuation: Cost or end-of-year market value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2)</td>
<td></td>
<td></td>
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<tr>
<td>(3)</td>
<td></td>
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<tr>
<td>(4)</td>
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<td>(5)</td>
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<td>(8)</td>
<td></td>
<td></td>
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<tr>
<td>(9)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.)**

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

<table>
<thead>
<tr>
<th>(a) Description</th>
<th>(b) Book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>(2)</td>
<td></td>
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<tr>
<td>(3)</td>
<td></td>
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<tr>
<td>(4)</td>
<td></td>
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<tr>
<td>(5)</td>
<td></td>
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<td>(7)</td>
<td></td>
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<tr>
<td>(8)</td>
<td></td>
</tr>
<tr>
<td>(9)</td>
<td></td>
</tr>
</tbody>
</table>

**Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)**

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

1. (a) Description of liability (b) Book value

| (1) Federal income taxes | 0 |
| (2) Refundable government student loans | 349,990 |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |

**Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)** 349,990

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ✔
## Part XI  Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.
Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

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

## Part XII  Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.
Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1. Total expenses and losses per audited financial statements  
2. Amounts included on line 1 but not on Form 990, Part IX, line 25:  
   a. Donated services and use of facilities  
   b. Prior year adjustments  
   c. Other losses  
   d. Other (Describe in Part XIII.)  
   e. Add lines 2a through 2d  
3. Subtract line 2e from line 1  
4. Amounts included on Form 990, Part IX, line 25, but not on line 1:  
   a. Investment expenses not included on Form 990, Part VIII, line 7b  
   b. Other (Describe in Part XIII.)  
   c. Add lines 4a and 4b  
5. Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)

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

Schedule D, Part III, Line 1 - As stated in the University's audited financial statements, note 2, "The University has a collection of art objects, most of which were contributed to the University. The value of these objects is not recorded in the accompanying consolidated statement of financial position. Concordia University Chicago's Board of Regents has given management the authority to sell a significant portion of the collection to the extent that such objects are not necessary for the furtherance of the mission of the University.

Schedule D, Part III, Line 4 - The University has a collection of art objects, most of which were contributed to the University without solicitation. Nearly all of these objects are paintings or sculptures; many share religious themes, which are consistent with the University's Lutheran Church - Missouri Synod heritage and belief. The objects help the University further its exempt status by providing an overall campus environment conducive to education and learning, acting as educational tools used to demonstrate varying artistic styles and themes, and providing a connection to the University's mission statement by demonstrating the values of creativity, competence and compassion.

Schedule D, Part V, Line 4 - Donations given to Concordia University Foundation are for endowments that ultimately assist Concordia University's educational and religious activities. Donors have placed restrictions on the endowment payout in the following ways: 1) financial aid given to Concordia University students, 2) support of Concordia University's Student Services and Academics, and 3) support of Concordia University's maintenance and operations of plant and University general operations.

Schedule D, Part X, Line 2 - Concordia University Chicago and the Foundation are organizations described in Section 501(c)(3) of the Internal Revenue Code (IRC) of 1986, as amended and, as such, are exempt from federal income tax on income earned related to exempt activities under IRC Section 501(a). In addition, the Internal Revenue Service has determined that Concordia University Chicago and the Foundation are not private foundations within the meaning of Section 509(c) of the IRC.
1. Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body? YES ☑ NO

2. Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships? YES ☑ NO

3. Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If “Yes,” please describe. If “No,” please explain. If you need more space, use Part II.

Concordia University Chicago publishes its policy of non-discrimination in local print media, on its website at CUCHicago.edu and via recruitment materials distributed by the Office of Undergraduate Admission.

4. Does the organization maintain the following?
   a. Records indicating the racial composition of the student body, faculty, and administrative staff? YES ☑ NO
   b. Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? YES ☑ NO
   c. Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships? YES ☑ NO
   d. Copies of all material used by the organization or on its behalf to solicit contributions? YES ☑ NO

   If you answered “No” to any of the above, please explain. If you need more space, use Part II.

5. Does the organization discriminate by race in any way with respect to:
   a. Students’ rights or privileges? YES ☑ NO
   b. Admissions policies? YES ☑ NO
   c. Employment of faculty or administrative staff? YES ☑ NO
   d. Scholarships or other financial assistance? YES ☑ NO
   e. Educational policies? YES ☑ NO
   f. Use of facilities? YES ☑ NO
   g. Athletic programs? YES ☑ NO
   h. Other extracurricular activities? YES ☑ NO

      If you answered “Yes” to any of the above, please explain. If you need more space, use Part II.

6a. Does the organization receive any financial aid or assistance from a governmental agency? YES ☑ NO
b. Has the organization's right to such aid ever been revoked or suspended? YES ☑ NO

   If you answered “Yes” on either line 6a or line 6b, explain on Part II.

7. Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If “No,” explain on Part II.

   YES ☑ NO
Part II  **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information. See instructions.

Schedule E, Part I, Line 6 - Concordia University serves as a pass-through grantor for several Federal Student Financial Assistance Programs. These Federal Programs include: Federal Perkins Loan Program, Federal Pell Grant Program, Federal Supplemental Education Opportunity Grant Program, Federal Work Study Program, and the Federal Education Loan Program. In addition to Federal Programs, Concordia University also participates in the Illinois Cooperative Work Study Grant Program.
**Part I: General Information on Activities Outside the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

1. **For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? □ Yes  □ No

2. **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3. **Activities per Region.** (The following Part I, line 3 table can be duplicated if additional space is needed.)

<table>
<thead>
<tr>
<th>(a) Region</th>
<th>(b) Number of offices in the region</th>
<th>(c) Number of employees, agents, and independent contractors in the region</th>
<th>(d) Activities conducted in the region (by type)</th>
<th>(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region</th>
<th>(f) Total expenditures for and Investments in the region</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Europe (including Iceland and)</td>
<td>0</td>
<td>0</td>
<td>Grantmaking</td>
<td>Study Abroad Program</td>
<td>57,866</td>
</tr>
<tr>
<td>(2) East Asia and the Pacific</td>
<td>0</td>
<td>0</td>
<td>Grantmaking</td>
<td>Study Abroad Program</td>
<td>9,543</td>
</tr>
<tr>
<td>(3) Europe (including Iceland and)</td>
<td>0</td>
<td>1</td>
<td>Program Services</td>
<td>Student recruitment</td>
<td>701,081</td>
</tr>
<tr>
<td>(4) East Asia and the Pacific</td>
<td>0</td>
<td>1</td>
<td>Program Services</td>
<td>Student recruitment</td>
<td>10,377</td>
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</tbody>
</table>

3a Subtotal

3b Total from continuation sheets to Part I

3c Totals (add lines 3a and 3b) 0 2 778,666

For Paperwork Reduction Act Notice, see the Instructions for Form 990.
<table>
<thead>
<tr>
<th></th>
<th>(a) Name of organization</th>
<th>(b) IRS code section and EIN (if applicable)</th>
<th>(c) Region</th>
<th>(d) Purpose of grant</th>
<th>(e) Amount of cash grant</th>
<th>(f) Manner of cash disbursement</th>
<th>(g) Amount of noncash assistance</th>
<th>(h) Description of noncash assistance</th>
<th>(i) Method of valuation (book, FMV, appraisal, other)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td>Europe (including...)</td>
<td>Study Abroad Program</td>
<td>57,865</td>
<td>Wire Transfer</td>
<td>0</td>
<td>FMV</td>
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<td>2</td>
<td></td>
<td></td>
<td>East Asia and the Pacific</td>
<td>Study Abroad Program</td>
<td>9,543</td>
<td>Wire Transfer</td>
<td>0</td>
<td>FMV</td>
<td></td>
</tr>
</tbody>
</table>

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

3 Enter total number of other organizations or entities.
Part III  Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered “Yes” on Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

<table>
<thead>
<tr>
<th>(a) Type of grant or assistance</th>
<th>(b) Region</th>
<th>(c) Number of recipients</th>
<th>(d) Amount of cash grant</th>
<th>(e) Manner of cash disbursement</th>
<th>(f) Amount of noncash assistance</th>
<th>(g) Description of noncash assistance</th>
<th>(h) Method of valuation (book, FMV, appraisal, other)</th>
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</tbody>
</table>
Part IV  Foreign Forms

1  Was the organization a U.S. transferor of property to a foreign corporation during the tax year? If “Yes,” the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926). □ Yes  ☑ No

2  Did the organization have an interest in a foreign trust during the tax year? If “Yes,” the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don’t file with Form 990). □ Yes  ☑ No

3  Did the organization have an ownership interest in a foreign corporation during the tax year? If “Yes,” the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations (see Instructions for Form 5471). □ Yes  ☑ No

4  Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? If “Yes,” the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621). □ Yes  ☑ No

5  Did the organization have an ownership interest in a foreign partnership during the tax year? If “Yes,” the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865). □ Yes  ☑ No

6  Did the organization have any operations in or related to any boycotting countries during the tax year? If “Yes,” the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don’t file with Form 990). □ Yes  ☑ No
Part V Supplemental Information

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

Schedule F, Part I, Line 2: The grants used outside of the United States are related to tuition and/or housing accommodations made by Concordia University Chicago on behalf of its students taking part in established study abroad programs. In these cases, Concordia has entered into agreements with various institutions of higher education in order to allow its students to study at a university outside of the United States. These agreements facilitate the payment of tuition and accommodations by requiring the home institution to collect payment from the student and then forward that payment to the university outside of the U.S.
Part I  Fundraising Activities. Complete if the organization answered “Yes” on Form 990, Part IV, line 17, Form 990-EZ filers are not required to complete this part.

1  Indicate whether the organization raised funds through any of the following activities. Check all that apply.
   a  Mail solicitations
   b  Internet and email solicitations
   c  Phone solicitations
   d  In-person solicitations
   e  Solicitation of non-government grants
   f  Solicitation of government grants
   g  Special fundraising events

2a  Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? □ Yes □ No
   b  If “Yes,” list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

<table>
<thead>
<tr>
<th>(i) Name and address of individual or entity (fundraiser)</th>
<th>(ii) Activity</th>
<th>(iii) Did fundraiser have custody or control of contributions?</th>
<th>(iv) Gross receipts from activity</th>
<th>(v) Amount paid to (or retained by) fundraiser listed in col. (i)</th>
<th>(vi) Amount paid to (or retained by) organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>Total</td>
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</tbody>
</table>

3  List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.
### Part II  Fundraising Events

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

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Maroon &amp; Gold Banquets</th>
<th>(a) Event #1</th>
<th>(b) Event #2</th>
<th>(c) Other events</th>
<th>(d) Total events (add col. (a) through col. (c))</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gross receipts . . . .</td>
<td>100,800</td>
<td>100,800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Less: Contributions . . .</td>
<td>90,900</td>
<td>90,900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Gross income (line 1 minus line 2) . . . .</td>
<td>9,900</td>
<td>9,900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Cash prizes . . . .</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Noncash prizes . . . .</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Rent/facility costs . . .</td>
<td>19,139</td>
<td>19,139</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Food and beverages . . .</td>
<td>14,219</td>
<td>0</td>
<td>14,219</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Entertainment . . . .</td>
<td>6,164</td>
<td>6,164</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Other direct expenses . . .</td>
<td>14,698</td>
<td>14,698</td>
<td></td>
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</tr>
</tbody>
</table>

#### Direct Expenses

| 10 Direct expense summary. Add lines 4 through 9 in column (d) | 54,220 |
| 11 Net income summary. Subtract line 10 from line 3, column (c) | -44,320 |

### Part III  Gaming

Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>(a) Bingo</th>
<th>(b) Pull tabs/instant bingo/progressive bingo</th>
<th>(c) Other gaming</th>
<th>(d) Total gaming (add col. (a) through col. (c))</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gross revenue . . . .</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Cash prizes . . . .</td>
<td></td>
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<tr>
<td>3 Noncash prizes . . . .</td>
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<tr>
<td>4 Rent/facility costs . . .</td>
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<tr>
<td>5 Other direct expenses . . .</td>
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</tbody>
</table>

| 6 Volunteer labor . . . | | | | |
| 7 Direct expense summary. Add lines 2 through 5 in column (d) | | | | |
| 8 Net gaming income summary. Subtract line 7 from line 1, column (d) | | | | |

### Notes

9 Enter the state(s) in which the organization conducts gaming activities:
   a Is the organization licensed to conduct gaming activities in each of these states? □ Yes □ No
   b If "No," explain:

10a Were any of the organization’s gaming licenses revoked, suspended, or terminated during the tax year? □ Yes □ No
   b If "Yes," explain:
11 Does the organization conduct gaming activities with nonmembers? □ Yes □ No

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

13 Indicate the percentage of gaming activity conducted in:
   a The organization’s facility %
   b An outside facility 13b %

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

   Name ▶
   Address ▶

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

   b If “Yes,” enter the amount of gaming revenue received by the organization $ ▶ and the amount of gaming revenue retained by the third party $ ▶

   c If “Yes,” enter name and address of the third party:

   Name ▶
   Address ▶

16 Gaming manager information:

   Name ▶

   Gaming manager compensation ▶ $ ▶

   Description of services provided ▶

   □Director/officer □ Employee □ Independent contractor

17 Mandatory distributions:

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

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

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

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**Part I**  **General Information on Grants and Assistance**

1. Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? [ ] Yes  [ ] No

2. Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

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

<table>
<thead>
<tr>
<th></th>
<th>(a) Name and address of organization or government</th>
<th>(b) EIN</th>
<th>(c) IRC section (if applicable)</th>
<th>(d) Amount of cash grant</th>
<th>(e) Amount of non-cash assistance</th>
<th>(f) Method of valuation (book, FMV, appraisal, other)</th>
<th>(g) Description of noncash assistance</th>
<th>(h) Purpose of grant or assistance</th>
</tr>
</thead>
<tbody>
<tr>
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<td>.....................................................................</td>
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</tbody>
</table>

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

3. Enter total number of other organizations listed in the line 1 table
Part III  Grants and Other Assistance to Domestic Individuals. Complete if the organization answered “Yes” on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

<table>
<thead>
<tr>
<th>(a) Type of grant or assistance</th>
<th>(b) Number of recipients</th>
<th>(c) Amount of cash grant</th>
<th>(d) Amount of noncash assistance</th>
<th>(e) Method of valuation (book, FMV, appraisal, other)</th>
<th>(f) Description of noncash assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Student scholarships and fellowships</td>
<td>1331</td>
<td>22,291,026</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
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<tr>
<td>3</td>
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<td>5</td>
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<tr>
<td>6</td>
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<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
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</tr>
</tbody>
</table>

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

Schedule I, Part I, Line 2 - Students' eligibility to receive financial assistance from Concordia University Chicago is determined by policy approved by the Board of Regents. On a basis of careful analysis of the financial statements, the Director of Financial Aid determines the amount of aid available from various sources. Next, the amount that the student and his or her family can reasonably be expected to provide is calculated. The difference is called “demonstrated need.” Financial assistance is awarded based on the student’s demonstrated need for that year. Concordia-Chicago provides scholarships. All recipients are unrelated except for tuition benefits provided under Concordia-Chicago’s tuition grant program to eligible employees, their spouses, and dependents. This tuition grant program is in accordance with IRC section 117(d). Concordia University Chicago also provides student assistance through work-study.
**Part I  Questions Regarding Compensation**

1a. Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- First-class or charter travel
- Travel for companions
- Tax indemnification and gross-up payments
- Discretionary spending account
- Housing allowance or residence for personal use
- Payments for business use of personal residence
- Health or social club dues or initiation fees
- Personal services (such as maid, chauffeur, chef)

If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.

1b. Yes ✓

2. Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

Yes ✓

3. Indicate which, if any, of the following filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- Compensation committee ✓
- Independent compensation consultant ✓
- Form 990 of other organizations
- Written employment contract
- Compensation survey or study
- Approval by the board or compensation committee

4. During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

a. Receive a severance payment or change-of-control payment? ✓

b. Participate in, or receive payment from, a supplemental nonqualified retirement plan? ✓

c. Participate in, or receive payment from, an equity-based compensation arrangement? ✓

If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.

5. For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

a. The organization? ✓

b. Any related organization? ✓

If "Yes" on line 5a or 5b, describe in Part III.

5a. ✓

5b. ✓

6. For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

a. The organization? ✓

b. Any related organization? ✓

If "Yes" on line 6a or 6b, describe in Part III.

6a. ✓

6b. ✓

7. For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III.

Yes ✓

8. Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.

Yes ✓

9. If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

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

Schedule J, Part I, Line 1a - IRS instructions to Form 990 require that the fair market value of housing provided to employees by their employers be reported on Form 990, Part VII, Section A and Schedule J, Part II. As a condition of employment, the President of the University is required to reside on campus premises. The residence serves both as a personal residence as well as a venue for carrying out University business. The University has determined that the value of the use of the personal residence is not considered taxable income to the President as provided in Internal Revenue Code Section 119. For tax year 2018, the President's use of the residence is conservatively estimated at $42,000. This estimated value is based on a fair rental value of $3,500 per month for similar houses in the area. This value includes maintenance of the property, landscaping, and snow removal.
### Supplemental Information on Tax-Exempt Bonds

Complete if the organization answered "Yes" on Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.

Attach to Form 990.

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

**CONCORDIA UNIVERSITY**

**Part I** Bond Issues

<table>
<thead>
<tr>
<th>(a) Issuer name</th>
<th>(b) Issuer EIN</th>
<th>(c) CUSIP #</th>
<th>(d) Date issued</th>
<th>(e) Issue price</th>
<th>(f) Description of purpose</th>
<th>(g) Defaced</th>
<th>(h) On behalf of issuer</th>
<th>(i) Pooled financing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illinois Finance Authority</td>
<td>86-1091967</td>
<td>07/01/2013</td>
<td>17,000,000</td>
<td>Current refunding issue of 2009 bond issuance</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Part II** Proceeds

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Amount of bonds retired</td>
<td></td>
<td></td>
<td></td>
<td>3,910,000</td>
</tr>
<tr>
<td>2 Amount of bonds legally defeased</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>3 Total proceeds of issue</td>
<td></td>
<td></td>
<td></td>
<td>17,000,000</td>
</tr>
<tr>
<td>4 Gross proceeds in reserve funds</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>5 Capitalized interest from proceeds</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>6 Proceeds in refunding escrows</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>7 Issuance costs from proceeds</td>
<td></td>
<td></td>
<td></td>
<td>348,201</td>
</tr>
<tr>
<td>8 Credit enhancement from proceeds</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>9 Working capital expenditures from proceeds</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>10 Capital expenditures from proceeds</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>11 Other spent proceeds</td>
<td></td>
<td></td>
<td></td>
<td>16,650,799</td>
</tr>
<tr>
<td>12 Other unspent proceeds</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>13 Year of substantial completion</td>
<td></td>
<td></td>
<td></td>
<td>2009</td>
</tr>
<tr>
<td>14 Were the bonds issued as part of a refunding issue of tax-exempt bonds (or, if issued prior to 2018, a current refunding issue)?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>15 Were the bonds issued as part of a refunding issue of taxable bonds (or, if issued prior to 2018, an advance refunding issue)?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>16 Has the final allocation of proceeds been made?</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 Does the organization maintain adequate books and records to support the final allocation of proceeds?</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For Paperwork Reduction Act Notice, see the Instructions for Form 990.
### Part III Private Business Use

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?</td>
<td>Yes</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Are there any lease arrangements that may result in private business use of bond-financed property?</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>3a</td>
<td>Are there any management or service contracts that may result in private business use of bond-financed property?</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>If &quot;Yes&quot; to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Are there any research agreements that may result in private business use of bond-financed property?</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>If &quot;Yes&quot; to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government</td>
<td>0.386%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>5</td>
<td>Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government</td>
<td>0%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>6</td>
<td>Total of lines 4 and 5</td>
<td>0.386%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>7</td>
<td>Does the bond issue meet the private security or payment test?</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8a</td>
<td>Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>If &quot;Yes&quot; to line 8a, enter the percentage of bond-financed property sold or disposed of</td>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>c</td>
<td>If &quot;Yes&quot; to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?</td>
<td>✓</td>
<td></td>
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</tr>
</tbody>
</table>

### Part IV Arbitrage

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?</td>
<td>Yes</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>If &quot;No&quot; to line 1, did the following apply?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Rebate not due yet?</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Exception to rebate?</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>No rebate due?</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If &quot;Yes&quot; to line 2c, provide in Part VI the date the rebate computation was performed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Is the bond issue a variable rate issue?</td>
<td>✓</td>
<td></td>
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</tr>
</tbody>
</table>
### Part IV Arbitrage (Continued)

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</tr>
</thead>
<tbody>
<tr>
<td>4a</td>
<td>Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>b</td>
<td>Name of provider</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Term of hedge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Was the hedge superintegrated?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Was the hedge terminated?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5a</td>
<td>Were gross proceeds invested in a guaranteed investment contract (GIC)?</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Name of provider</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Term of GIC</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>d</td>
<td>Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>Were any gross proceeds invested beyond an available temporary period?</td>
<td>Yes</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7</td>
<td>Has the organization established written procedures to monitor the requirements of section 148?</td>
<td>Yes</td>
<td></td>
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</tbody>
</table>

### Part V Procedures To Undertake Corrective Action

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</thead>
<tbody>
<tr>
<td></td>
<td>Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation isn't available under applicable regulations?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

### Part VI Supplemental Information

Provide additional information for responses to questions on Schedule K. See instructions.

Schedule K, Part III, Line 9-07/01/2013 17,000,000 Illinois Finance Authority - Written Procedures for Non-Qualified Bonds-The organization did not establish written procedures to ensure that all nonqualified bonds are remediated in accordance with the requirements under sections 1.141-2 and 148 at year end. However, an annual review is performed to ensure that conditions required under section 1.145-2 are met. The requirements under section 148 are not applicable, as 100% of the funds received upon issuance of the outstanding tax exempt bonds were immediately disbursed for qualified purposes, thus providing assets that could subject to the provision of section 148. Therefore, no bonds must be remediated in accordance to section 1.141-12.

Schedule K, Part IV, Line 2c-07/01/2013 17,000,000 Illinois Finance Authority - Bond proceeds were completely expensed on date of issuance, Jul 1, 2013. As bonds are fully expended, rebate calculation is not needed.

Schedule K, Part IV, Line 7-07/01/2013 17,000,000 Illinois Finance Authority - The organization did not establish written procedures to ensure that all nonqualified bonds are remediated in accordance with the requirements under sections 1.141-2 and 148 at year end. However, an annual review is performed to ensure that conditions required under section 1.145-2 are met. The requirements under section 148 are not applicable, as 100% of the funds received upon issuance of the outstanding tax exempt bonds were immediately disbursed for qualified purposes, thus providing assets that could subject to the provision of section 148. Therefore, no bonds must be remediated in accordance to section 1.141-12.

Schedule K, Part V-07/01/2013 17,000,000 Illinois Finance Authority - Concordia University has not violated any applicable requirements for tax exempt bonds benefiting the University. The University is working with Bond Counsel to establish written procedures to ensure future timely identification of Federal tax requirements and expects to implement such procedures at a future date.

Schedule K (Form 990) 2018
Form 990, Part VI, Section A, Line 7a - There are 17 voting members of the University's Board of Regents: 1) The President of the Northern Illinois District of Lutheran Church Missouri Synod (LCMS), ex officio, elected by convention of the Northern Illinois District of the LCMS. 2) Four members elected by convention of the Northern Illinois District of the LCMS. 3) Four members elected by the LCMS at the National LCMS Convention. 4) Seven members elected by the Board of Regents. 5) One member is appointed by the Praesidium of the LCMS. All voting members of the Board of Regents have the same power and authority, regardless of the manner in which they are elected to the Board. Each voting member serves a three-year term and may not serve more than nine consecutive years. Terms are staggered. The President of the University also serves as an ex officio, non-voting member of the Board.

Form 990, Part VI, Section B, Line 11b - There are several distinct steps that Concordia follows in its IRS Form 990 Review Process. A first draft was prepared by Concordia's Controller, and a top level review was performed by University Management. After this initial review, an updated draft was sent to the University's auditor, Sikich. Sikich performed an in-depth review of the first draft, requested support documentation for numerous parts of the 990, and provided items for the Controller to consider, verify, and/or correct. The Controller incorporated these items and developed a second draft of the Form 990. Upon completion of the second draft the Controller forwarded the draft, Sikich's list of items, and the Controller's responses to those items to the University's VP for Finance and CFO, who performed an in-depth review. Upon completion of this review, the draft was sent to Sikich, along with the Controller's responses to their items and changes, if any, identified after their initial review. Sikich performed its final review and provided the Controller with the near final draft. The unified IRS Form 990 was next forwarded to the University's Board of Regents. Again, the IRS Form 990 is amended, as needed. Finally, the IRS Form 990 is marked as complete and is filed with the IRS.

Form 990, Part VI, Section B, Line 12c - Board members are required to complete conflict of interest questionnaires. Additionally, all officers and key employees are regularly required to self-report and disclose any such conflicts on an ongoing basis.

Form 990, Part VI, Section B, Line 15 - In addition to approving the Concordia University's annual contract, there are several other individuals who have their salaries renewed and approved by the Finance Committee of the Board of Regents. These individuals include the President's Cabinet and all individuals who have the ability to affect employees' compensation. This includes all members of the Human Resources and Payroll departments, as well as the University's Controller, Assistant Controller and Director of Budget Services. Annually, the Director of Human Resources and the Assistant Controller provide the Board with these individuals' compensation, as well as comparative data from similar universities. Once the data is reviewed, annual compensation increases for these individuals are either approved or rejected. The approval or rejection is documented through a formal board of resolution of the Concordia University Board of Regents.

Form 990, Part VI, Section C, Line 19 - Concordia University makes its Articles of Incorporation, Bylaws, Conflict of Interest Policy, Whistle Blower Policy, IRS Form 990, and audited financial statements available to the general public on its website. (http://www.cuchicago.edu/about-concordia/our-mission/financial-information/)

Form 990, Part XI, Line 9 - 1) Change in value funds held by 3rd party $10,292, 2) Change in value pledge receivables $48,988, 3) Equity transfer to Concordia University Foundation - $292,371, 4) Other losses - $25,924.
and faith, the University aspires to be the destination university for all who seek to develop their full individual potential through a distinctive, innovative and dynamic environment of exploration, creativity and discovery for leading lives of servant-minded leadership. More than 5,800 full-time students are enrolled in more than 100 undergraduate, master’s and doctoral programs. Concordia-Chicago ensures that 100 percent of undergraduate students receive some form of financial aid and actively develops additional need-based scholarship support for local students. It also manages outreach to historically underrepresented student populations, working specifically with elementary and middle school students and families to ensure they are prepared to enter college in the future.
discovery for leading lives of servant-minded leadership. More than 5,800 full-time students are enrolled in more than 100 undergraduate, master’s and doctoral programs. Concordia-Chicago ensures that 100 percent of undergraduate students receive some form of financial aid and actively develops additional need-based scholarship support for local students. It also manages outreach to historically underrepresented student populations, working specifically with elementary and middle school students and families to ensure they are prepared to enter college in the future.
<table>
<thead>
<tr>
<th>Activity Code</th>
<th>Description</th>
<th>Expense</th>
<th>Grants</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Early Childhood Education, General/Other: Operation of childcare, early childhood, and primary programs for children, all of which includes a strong educational component, as well as a Christian core value component. Last year, the Early Childhood Center served nearly 600 children.</td>
<td>2,151,250</td>
<td>0</td>
<td>2,486,586</td>
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<tr>
<td>Total:</td>
<td></td>
<td>2,151,250</td>
<td>0</td>
<td>2,486,586</td>
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<tr>
<td>Name and address:</td>
<td>Description Of Services</td>
<td>Compensation</td>
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<td></td>
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<tr>
<td>Educators Advancement Group</td>
<td>Student services and recruitment</td>
<td>4,257,614</td>
<td></td>
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<tr>
<td>20624 Abbey Woods Ct N</td>
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<tr>
<td>Frankfort, IL 60423-3198</td>
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<tr>
<td>Sodexo Corp</td>
<td>Student dining services</td>
<td>3,172,296</td>
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<tr>
<td>10 Earhart Dr</td>
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<tr>
<td>Williamsville, NY 14221-7078</td>
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<tr>
<td>Relearnit Inc</td>
<td>Student services and recruitment</td>
<td>2,317,664</td>
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<tr>
<td>655 Craig Rd Ste 318</td>
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<tr>
<td>Saint Louis, MO 63141-7171</td>
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<tr>
<td>Emerge Education</td>
<td>Student Services and recruitment</td>
<td>1,859,234</td>
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<td>335 N 21st St</td>
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<tr>
<td>Ste 307</td>
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<td>Camp Hill, PA 17011-3704</td>
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<tr>
<td>Ragnar Benson LLC</td>
<td>Construction Services</td>
<td>1,679,966</td>
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<tr>
<td>250 S Northwest Hwy</td>
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<tr>
<td>Park Ridge, IL 60068-4237</td>
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<td><strong>Total:</strong></td>
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<td><strong>13,286,794</strong></td>
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</tbody>
</table>
## Related Organizations and Unrelated Partnerships

- Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
- Attach to Form 990.
- Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

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

<table>
<thead>
<tr>
<th>(a)</th>
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<th>(c)</th>
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<tbody>
<tr>
<td>Name, address, and EIN (If applicable) of disregarded entity</td>
<td>Primary activity</td>
<td>Legal domicile (state or foreign country)</td>
<td>Total income</td>
<td>End-of-year assets</td>
<td>Direct controlling entity</td>
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</table>

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

<table>
<thead>
<tr>
<th>(a)</th>
<th>(b)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Name, address, and EIN of related organization</td>
<td>Primary activity</td>
<td>Legal domicile (state or foreign country)</td>
<td>Exempt Code section</td>
<td>Public charity status (if section 501(c)(3))</td>
<td>Direct controlling entity</td>
<td>Section 519(b)(13) controlled entity?</td>
</tr>
<tr>
<td>(1) Concordia University Foundation (23-7055802) 7400 Augusta Street, River Forest, IL 60305</td>
<td>Formed to promote Concordia University</td>
<td>IL</td>
<td>501(c)(3)</td>
<td>Line 12 - Type I</td>
<td>Concordia University</td>
<td>Yes</td>
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</table>

For Paperwork Reduction Act Notice, see the Instructions for Form 990.
Part III  Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered “Yes” on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN of related organization</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Direct controlling entity</th>
<th>(e) Predominant income related, unrelated, excluded from tax under sections 512–514</th>
<th>(f) Share of total income</th>
<th>(g) Share of end-of-year assets</th>
<th>(h) Disproportionate allocation?</th>
<th>(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)</th>
<th>(j) General or managing partner?</th>
<th>(k) Percentage ownership</th>
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</table>

Part IV  Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered “Yes” on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN of related organization</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Direct controlling entity</th>
<th>(e) Type of entity (C corp, S corp, or trust)</th>
<th>(f) Share of total income</th>
<th>(g) Share of end-of-year assets</th>
<th>(h) Percentage ownership</th>
<th>(i) Section 52(b)(13) controlled entity</th>
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</thead>
<tbody>
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</tbody>
</table>
### Part V  Transactions With Related Organizations

Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

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

1. **During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?**
   
   - Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity
   - Gift, grant, or capital contribution to related organization(s)
   - Gift, grant, or capital contribution from related organization(s)
   - Loans or loan guarantees to or for related organization(s)
   - Loans or loan guarantees by related organization(s)
   - Dividends from related organization(s)
   - Sale of assets to related organization(s)
   - Purchase of assets from related organization(s)
   - Exchange of assets with related organization(s)
   - Lease of facilities, equipment, or other assets to related organization(s)
   - Lease of facilities, equipment, or other assets from related organization(s)
   - Performance of services or membership or fundraising solicitations for related organization(s)
   - Performance of services or membership or fundraising solicitations by related organization(s)
   - Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)
   - Sharing of paid employees with related organization(s)
   - Reimbursement paid to related organization(s) for expenses
   - Reimbursement paid by related organization(s) for expenses
   - Other transfer of cash or property to related organization(s)
   - Other transfer of cash or property from related organization(s)

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
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2. **If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.**

<table>
<thead>
<tr>
<th></th>
<th>(a) Name of related organization</th>
<th>(b) Transaction type (a—s)</th>
<th>(c) Amount Involved</th>
<th>(d) Method of determining amount involved</th>
</tr>
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<tbody>
<tr>
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<td>c</td>
<td>923,009</td>
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<td>Concordia University Foundation</td>
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</table>
### Part VI  Unrelated Organizations Taxable as a Partnership

Complete if the organization answered “Yes” on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN of entity</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Predominant income (related, unrelated, excluded from tax under sections 512—514 organizations)? Yes</th>
<th>(e) Share of total income</th>
<th>(f) Share of end-of-year assets</th>
<th>(g) Disparate allocations? Yes</th>
<th>(h) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065) Yes</th>
<th>(i) General or managing partner? Yes</th>
<th>(j) Percentage ownership</th>
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Part VII  Supplemental Information.
Provide additional information for responses to questions on Schedule R. See instructions.