

Form

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Department of the Treasury
Internal Revenue Service

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.

EDUCATION

Open to Public
Inspection

THE PR

A For the 2018 calendar year, or tax year beginning and ending

B Check if applicable: Address change Name change Initial return Final return/terminated Amended return Application pending	C Name of organization		D Employer identification number	
	Doing business as			
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	Telephone number	
	City or town, state or province, country, and ZIP or foreign postal code		G Gross receipts \$	
F Name and address of principal officer:		H(a) Is this a group return for subordinates? ~~~ Yes No		
		H(b) Are all subordinates included? Yes No		

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527 If "No," attach a list. (see instructions)

J Website: H(c) Group exemption number

K Form of organization: Corporation Trust Association Other L Year of formation: M State of legal domicile:

Activities & Governance	1 Briefly describe the organization's mission or most significant activities:		
	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) ~~~~~	
	4	Number of independent voting members of the governing body (Part VI, line 1b) ~~~~~	
	5	Total number of individuals employed in calendar year 2018 (Part V, line 2a) ~~~~~	
	6	Total number of volunteers (estimate if necessary) ~~~~~	
	Revenue	7a	Total unrelated business revenue from Part VIII, column (C), line 12 ~~~~~
7b		Net unrelated business taxable income from Form 990-T, line 38 ~~~~~	
Expenses	Part II Signature Block		
	8	Net assets or fund balances at year-end from line 21 from line 20 of Form 990-T	
	9		
	10		
	11		
	12	=	
	13	THOMAS J. GENTZEL, CEO & EXECUTIVE DIRECTOR	
	14	=	
	15		
	16a	STEVEN C. DARR, CPA, CMA	
Net Assets or Fund Balances	b	CALIBRE CPA GROUP PLLC	
	17	7501 WISCONSIN AVENUE, SUITE 1200 WEST	
	18	BETHESDA, MD 20814	
	19	May the IRS discuss this return with the preparer shown above? (see instructions)	
	20	LHA	Beginning of Current Year End of Year
	21		
	22		

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, this return 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		Date	
	Type or print name and title			
Paid Preparer Use Only	Print/Type preparer's name	Date	Check if self-employed	PTIN
	Firm's name	9/20/19		
	Firm's address			Phone no.

Yes No

Part III Statement of Program Service Accomplishments

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

- 1 Briefly describe the organization's mission:
WORKING WITH AND THROUGH OUR STATE ASSOCIATIONS, NSBA ADVOCATES FOR
EQUITY AND EXCELLENCE IN PUBLIC EDUCATION THROUGH SCHOOL BOARD
LEADERSHIP.
- 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 \$ 7,535,126. including grants of \$ _____) (Revenue \$ 13,065,107.)
DISTRICT AND INDIVIDUAL SERVICES - NSBA PROVIDES SUPPORT, RESOURCES,
EDUCATION AND MATERIALS FOR LOCAL SCHOOL DISTRICTS THAT ARE DIRECTLY
INVOLVED IN NSBA PROGRAMS SUCH AS NATIONAL CONNECTION, COUNCIL OF URBAN
BOARDS OF EDUCATION, COUNCIL OF SCHOOL ATTORNEYS, NATIONAL BLACK
COUNCIL, NATIONAL HISPANIC COUNCIL, AND AMERICAN INDIAN ALASKA NATIVE
COUNCIL.
- 4b (Code: _____) (Expenses \$ 5,637,296. including grants of \$ _____) (Revenue \$ 3,270,883.)
ADVOCACY AND MEMBERSHIP SERVICES - NSBA PROVIDES SUPPORT, RESOURCES,
EDUCATION AND MATERIALS FOR ITS 49 STATE ASSOCIATION MEMBERS. NSBA'S
ADVOCACY OFFICE CONSISTS OF THREE PILLARS - FEDERAL ADVOCACY, LEGAL
ADVOCACY AND PUBLIC ADVOCACY. NSBA REPRESENTS THE INTERESTS OF THE
NATION'S 90,000 LOCAL SCHOOL BOARD MEMBERS BEFORE CONGRESS, FEDERAL
COURTS AND THE PUBLIC.
- 4c (Code: _____) (Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)
- 4d Other program services (Describe in Schedule O.)
(Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)
- 4e Total program service expenses | 13,172,422.

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>		
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?		
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		
4	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? <i>If "Yes," complete Schedule C, Part II</i>		
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>		
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>		
b	Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		
c	Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>		
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		
14a	Did the organization maintain an office, employees, or agents outside of the United States?		
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		
15	<i>If "Yes," complete Schedule F, Parts II and IV</i>		
16	<i>If "Yes," complete Schedule F, Parts III and IV</i>		
17	Did the organization report a loss of more than \$10,000 on the sale of capital assets? <i>If "Yes," complete Schedule G, Part I</i>		
18	<i>If "Yes," complete Schedule G, Part II</i>		
19	<i>If "Yes," complete Schedule G, Part III</i>		
20a	<i>If "Yes," complete Schedule H</i>		
b			
21	<i>If "Yes," complete Schedule I, Parts I and II</i>		

		(continued)		Yes	No
22					
	If "Yes," complete Schedule I, Parts I and III		22		
23					
	Schedule J	If "Yes," complete	23		
24 a					
	Schedule K. If "No," go to line 25a	If "Yes," answer lines 24b through 24d and complete	24a		
b			24b		
c			24c		
d			24d		
25 a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.				
		If "Yes," complete Schedule L, Part I	25a		
b					
	Schedule L, Part I	If "Yes," complete	25b		
26					
	complete Schedule L, Part II	If "Yes,"	26		
27					
	If "Yes," complete Schedule L, Part III		27		
28					
a			28a		
b			28b		
c			28c		
29			29		
30			30		
31			31		
32			32		
33			33		
34			34		
35 a			35a		
b			35b		
36	Section 501(c)(3) organizations.		36		
37			37		
38			38		
Note.					

			Yes	No
1 a	1 a			
b	1 b			
c				
		1 c		

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return ~~~~~		
	2a 81		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? ~~~~~ Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions) ~~~~~	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year? ~~~~~	X	
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O ~~~~~	X	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? ~~~~~		X
b	If "Yes," enter the name of the foreign country: J ~~~~~ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? ~~~~~		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? ~~~~~		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T? ~~~~~		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? ~~~~~		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? ~~~~~		
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? ~~~~~		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided? ~~~~~		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? ~~~~~		X
d	If "Yes," indicate the number of Forms 8282 filed during the year ~~~~~		
	7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ~~~~~		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? ~~~~~		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? ~~~~~		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? ~~~~~		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? ~~~~~		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966? ~~~~~		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? ~~~~~		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12 ~~~~~		
	10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities ~~~~~		
	10b		
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders ~~~~~		
	11a		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) ~~~~~		
	11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? ~~~~~		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year ~~~~~		
	12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? ~~~~~ Note. See the instructions for additional information the organization must report on Schedule O.		
	13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans ~~~~~		
	13b		
c	Enter the amount of reserves on hand ~~~~~		
	13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year? ~~~~~		X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O ~~~~~		
	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? ~~~~~ If "Yes," see instructions and file Form 4720, Schedule N.		X
	15		
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? ~~~~~ If "Yes," complete Form 4720, Schedule O.		X
	16		

Form 990 (2018)

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to 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

X

Section A. Governing Body and Management

	1a	1b	2	3	4	5	6	7a	7b	8a	8b	9	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year ~~~~~	22													
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.														
b Enter the number of voting members included in line 1a, above, who are independent ~~~~~		19												
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? ~~~~~			2											X
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? ~~~~~				3										X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? ~~~~~				4										X
5 Did the organization become aware during the year of a significant diversion of the organization's assets? ~~~~~				5										X
6 Did the organization have members or stockholders? ~~~~~				6			X							
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? ~~~~~				7a				X						
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? ~~~~~				7b					X					
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:														
a The governing body? ~~~~~				8a						X				
b Each committee with authority to act on behalf of the governing body? ~~~~~				8b						X				
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				9										X

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

	10a	10b	11a	11b	12a	12b	12c	13	14	15a	15b	16a	16b	Yes	No
10a Did the organization have local chapters, branches, or affiliates? ~~~~~	10a														X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? ~~~~~		10b													
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?			11a											X	
b 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 ~~~~~					12a									X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?						12b								X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done ~~~~~							12c							X	
13 Did the organization have a written whistleblower policy? ~~~~~								13						X	
14 Did the organization have a written document retention and destruction policy? ~~~~~									14					X	
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 ~~~~~										15a				X	
b Other officers or key employees of the organization ~~~~~											15b			X	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).															
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? ~~~~~												16a			X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?													16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed J IL records Another 107.90 Tm (Other) Tj 1 0 0? HER 1 ritten policy

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 | _____

current

current

current

former

former directors or trustees

[illegible]

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) MICAH ALI EX OFFICIO VOTING DIRECTOR	2.00	X						0.	0.	0.
(19) STEVE CORONA EX OFFICIO VOTING DIRECTOR	2.00	X						0.	0.	0.
(20) RODNEY SCHILT EX OFFICIO VOTING DIRECTOR	2.00	X						0.	0.	0.
(21) ERIC GERMANN REGIONAL DIRECTOR - CENTRA	2.00	X						0.	0.	0.
(22) KEVIN E. CIAK (EFF 4/18) PRESIDENT/IMMEDIATE PAST PRESIDENT	5.00	X		X				15,000.	0.	0.
(23) FRANK C. PUGH (EFF 4/18) PRESIDENT	5.00	X		X				40,000.	0.	0.
(24) ELIZABETH BRANHAM (EFF 4/18) PRESIDENT-ELECT	5.00	X		X				10,000.	0.	0.
(25) CHARLIE WILSON SECRETARY-TREASURER	5.00	X		X				0.	0.	0.
(26) THOMAS GENTZEL CEO & EXECUTIVE DIRECTOR	35.00			X				403,954.	0.	36,240.
	2.00							468,954.	0.	36,240.
1b Sub-total ~~~~~								1,653,973.	0.	120,581.
c Total from continuation sheets to Part VII, Section A ~~~~~								2,122,927.	0.	156,821.
d Total (add lines 1b and 1c)										

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 |

16

- 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 ~~~~~
- 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 ~~~~~
- 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

	Yes	No
3		X
4	X	
5		X

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
NONE		
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	0	

SEE PART VII, SECTION A CONTINUATION SHEETS

Form 990 (2018)

(continued)

Total to Part VII, Section A, line 1c

[illegible]

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					X
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses	
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21					
2 Grants and other assistance to domestic individuals. See Part IV, line 22 ~~~~~					
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 ~~~					
4 Benefits paid to or for members ~~~~~					
5 Compensation of current officers, directors, trustees, and key employees ~~~~~	1,466,650.	985,188.	481,462(~~~)	Tj yfo1,462(~~~)	Tj yfo1,462(~~~)
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) ~~~					
7 Other salaries and wages ~~~~~					
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)					
9 Other employee benefits ~~~~~					
10 Payroll taxes ~~~~~					
11 Fees for services (non-employees):					
a Management ~~~~~					
b Legal ~~~~~					
c Accounting ~~~~~					
d Lobbying ~~~~~					
e Professional fundraising services. See Part IV, line 17					
f Investment management fees ~~~~~					
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)					
12 Advertising and promotion ~~~~~					
13 Office expenses ~~~~~					
14 Information technology ~~~~~					
15 Royalties ~~~~~					
16 Occupancy ~~~~~					
17 Travel ~~~~~					
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ~					
19 Conferences, conventions, and meetings ~~~					
20 Interest ~~~~~					
21 Payments to affiliates ~~~~~					
22 Depreciation, depletion, and amortization ~~~					
23 Insurance ~~~~~					
24 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.)					
a _____					
b _____					
c _____					
d _____					
e All other expenses _____					
25 Total functional expenses. Add lines 1 through 24e					
26 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)

Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing ~~~~~		1
	2	Savings and temporary cash investments ~~~~~		2
	3	Pledges and grants receivable, net ~~~~~		3
	4	Accounts receivable, net ~~~~~		4
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L ~~~~~		5
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L ~~~		6
	7	Notes and loans receivable, net ~~~~~		7
	8	Inventories for sale or use ~~~~~		8
	9	Prepaid expenses and deferred charges ~~~~~		9
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D ~~~	10a	
	b	Less: accumulated depreciation ~~~~~	10b	10c
	11	Investments - publicly traded securities ~~~~~		11
	12	Investments - other securities. See Part IV, line 11 ~~~~~		12
	13	Investments - program-related. See Part IV, line 11 ~~~~~		13
	14	Intangible assets ~~~~~		14
	15	Other assets. See Part IV, line 11 ~~~~~		15
16	Total assets. Add lines 1 through 15 (must equal line 34)		16	
Liabilities	17	Accounts payable and accrued expenses ~~~~~		17
	18	Grants payable ~~~~~		18
	19	Deferred revenue ~~~~~		19
	20	Tax-exempt bond liabilities ~~~~~		20
	21	Escrow or custodial account liability. Complete Part IV of Schedule D ~~~~		21
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L ~~~~~		22
	23	Secured mortgages and notes payable to unrelated third parties ~~~~~		23
	24	Unsecured notes and loans payable to unrelated third parties ~~~~~		24
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D ~~~~~		25
	26	Total liabilities. Add lines 17 through 25		26
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here and complete lines 27 through 29, and lines 33 and 34.			
	27	Unrestricted net assets ~~~~~		27
	28	Temporarily restricted net assets ~~~~~		28
	29	Permanently restricted net assets ~~~~~		29
	Organizations that do not follow SFAS 117 (ASC 958), check here and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds ~~~~~		30
	31	Paid-in or capital surplus, or land, building, or equipment fund ~~~~~		31
	32	Retained earnings, endowment, accumulated income, or other funds ~~~~		32
33	Total net assets or fund balances ~~~~~		33	
34	Total liabilities and net assets/fund balances		34	

Part XI Reconciliation of Net Assets

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

X

1	Total revenue (must equal Part VIII, column (A), line 12)	1	18,775,648.
2	Total expenses (must equal Part IX, column (A), line 25)	2	17,247,185.
3	Revenue less expenses. Subtract line 2 from line 1	3	1,528,463.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	-17,980,321.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	1,916,413.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	-14,535,445.

Part XII Financial Statements and Reporting

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

	Yes	No
1 Accounting method used to prepare the Form 990: Cash ☒ Accrual ☐ Other ☐ _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant?		X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis ☐		
b Were the organization's financial statements audited by an independent accountant?	X	
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis ☐		
c 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?	X	
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		
3a 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?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Form 990 (2018)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
| Attach to Form 990 or Form 990-EZ.
| Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public
Inspection

Name of the organization

Employer identification number

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

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

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- 2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- 4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 8 A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 9 An agricultural research organization described in section 170(b)(1)(A)(ix) operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. You must complete Part IV, Sections A and B.
 - b Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). You must complete Part IV, Sections A and C.
 - c Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). You must complete Part IV, Sections A, D, and E.
 - d Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). You must complete Part IV, Sections A and D, and Part V.
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations ~~~~~

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") ~~~						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf ~~~~						
3 The value of services or facilities furnished by a governmental unit to the organization without charge ~						
4 Total. Add lines 1 through 3 ~~~						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) ~~~~~						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

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

Section C. Computation of Public Support Percentage

14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) ~~~~~	14	%
15 Public support percentage from 2017 Schedule A, Part II, line 14 ~~~~~	15	%
16a 33 1/3% support test - 2018. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ~~~~~		
b 33 1/3% support test - 2017. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ~~~~~		
17a 10% -facts-and-circumstances test - 2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ~~~~~		
b 10% -facts-and-circumstances test - 2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ~~~~~		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ...		

Schedule A (Form 990 or 990-EZ) 2018

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

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

Calendar year (or fiscal year beginning in)	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
9 Amounts from line 6 ~~~~~						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources ~						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 ~~~						
c Add lines 10a and 10b ~~~~~						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12						
13 Total support (Add lines 9, 10c, 11, and 12.)						
14 First five years.						

stop here

15	15	
16	16	

17	2018	17	
18	2017	18	

19a 33 1/3% support tests - 2018.

stop here.

b 33 1/3% support tests - 2017.

stop here.

20 Private foundation.



		Yes	No
1			
2			
3			
4			
5			

Part IV Supporting Organizations

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a	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	Yes	No
Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
2a		
b	Yes	No
Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
2b		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a	Yes	No
Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
3a		
b	Yes	No
Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		
3b		

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

1 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		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		

Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2 Enter 85% of line 1	2		
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4 Enter greater of line 2 or line 3	4		
5 Income tax imposed in prior year	5		
6 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).			

Schedule A (Form 990 or 990-EZ) 2018

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

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

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

Schedule A (Form 990 or 990-EZ) 2018

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.)

Department of the Treasury
Internal Revenue Service

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Name of organization	Employer identification number
NATIONAL SCHOOL BOARDS ASSOCIATION	36-2210015

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

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	NATIONAL SCHOOL BOARDS ACTION CENTER 1680 DUKE STREET, 2ND FLOOR ALEXANDRIA, VA 22314	\$ 200,000.	Person ☒ X Payroll Noncash (Complete Part II for noncash contributions.)
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)

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SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527
J Complete if the organization is described below. J Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public
Inspection

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

✖ Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.

✖ Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.

✖ Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

✖ Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.

✖ Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

✖ Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization

NATIONAL SCHOOL BOARDS ASSOCIATION

Employer identification number

36-2210015

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures ~~~~~ J \$ _____

3 Volunteer hours for political campaign activities ~~~~~ _____

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ~~~~~ J \$ _____

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ~~~~~ J \$ _____

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ~~~~~ Yes No

4a Was a correction made? ~~~~~ Yes No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ~~~~~ J \$ _____

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527
exempt function activities ~~~~~ J \$ _____

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL,
line 17b ~~~~~ J \$ _____

4 Did the filing organization file Form 1120-POL for this year? ~~~~~ Yes No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

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

Schedule C (Form 990 or 990-EZ) 2018

LHA

832041 11-08-18

	(a)		(b)
	Yes	No	Amount
1			
a			
b			
c			
d			
e			
f			
g			
h			
i			
j			
2a			
b			
c			
d			

	Yes	No
1	1	
2	2	
3	312	

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(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives ~~~~~		
(2) Closely-held equity interests ~~~~~		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		

(a) Description	(b)
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	

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



Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) THOMAS GENTZEL CEO & EXECUTIVE DIRECTOR	(i)	378,954.	25,000.	0.	18,546.	17,694.	440,194.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) HEATHER DEAN DEPUTY EXECUTIVE DIRECTOR AND COO	(i)	246,993.	0.	0.	15,769.	3,422.	266,184.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) RORY DAVENPORT CHIEF COMMUNICATIONS OFFICER	(i)	226,572.	0.	0.	15,209.	1,901.	243,682.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) FRANCISCO NEGRON CHIEF LEGAL OFFICER	(i)	229,072.	0.	0.	10,690.	21,422.	261,184.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) VERJEANA MCCOTTER-JACOBS CHIEF MEMBER SERVICES OFFICER	(i)	186,566.	0.	0.	6,823.	1,836.	195,225.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) RENEE JOE MANAGING DIRECTOR, MARKETING & COMMU	(i)	178,824.	0.	0.	8,255.	0.	187,079.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) JOHN REEB MANAGING DIRECTOR OF OPERATIONS AND	(i)	157,066.	2,500.	0.	11,122.	0.	170,688.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) SONJA TRAINOR MANAGING DIRECTOR, LEGAL ADVOCACY	(i)	158,452.	0.	0.	4,452.	0.	162,904.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) KANISHA WILLIAMS MANAGING DIRECTOR, MEMBER SERVICES	(i)	144,269.	0.	0.	10,852.	0.	155,121.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

Attach to Form 990 or 990-EZ.

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

OMB No. 1545-0047

2018

Open to Public
Inspection

Name of the organization

NATIONAL SCHOOL BOARDS ASSOCIATION

Employer identification number
36-2210015

FORM 990, PART VI, SECTION A, LINE 6:

MEMBERS INCLUDE 49 STATE ASSOCIATIONS

FORM 990, PART VI, SECTION A, LINE 7A:

ASSOCIATION MEMBERS, STATE ASSOCIATIONS OF SCHOOL BOARDS, AND THEIR DELEGATE

ELECT THE GOVERNING BODY.

FORM 990, PART VI, SECTION A, LINE 7B:

THE CONSTITUTION AND BYLAWS OF NSBA MUST BE AMENDED BY A TWO-THIRDS VOTE OF

THE MEMBERS PRESENT AND VOTING.

FORM 990, PART VI, SECTION B, LINE 11B:

THE FORM 990 WAS INITIALLY REVIEWED IN DETAIL BY THE ORGANIZATION'S

ACCOUNTING DEPARTMENT AND MANAGEMENT. FURTHERMORE, PRIOR TO FILING WITH THE

INTERNAL REVENUE SERVICE, A COPY OF THE FORM 990 WAS PROVIDED TO ALL NSBA

BOARD MEMBERS.

FORM 990, PART VI, SECTION B, LINE 12C:

AT THE BEGINNING OF EACH NEW TERM YEAR, ALL BOARD MEMBERS AND OFFICERS SIGN

THE CONFLICT OF INTEREST POLICY. IF THERE IS ANY REAL OR POTENTIAL

CONFLICT, THE EXECUTIVE OFFICERS SIGN

Name of the organization	NATIONAL SCHOOL BOARDS ASSOCIATION	Employer identification number	36-2210015
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FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST
POLICY, AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART IX, LINE 11G, OTHER FEES:

OTHER PROFESSIONAL FEES:

PROGRAM SERVICE EXPENSES 1,998,651.

MANAGEMENT AND GENERAL EXPENSES 428,563.

FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 2,427,214.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A 2,427,214.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

DEFINED BENEFIT PENSION PLAN CHANGES 1,916,413.

[illegible]

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.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

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.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No

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 entity 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?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv)		
b		
c		
d		
e		
f		
g		
h		
i		
j		
k		
l		
m		
n		
o		
p		
q		
r		
s		

2	(a)	(b)	(c)	(d)
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

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[illegible]

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