

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, January 19, 2021  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 4

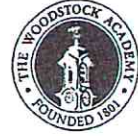
6. Woodstock Academy Administration Reports
  - a. Associate Head of School for Finance and Operations Report
    - i. 2020-2021—Budget Update

SUMMARY REVENUE REPORT  
The Woodstock Academy  
Fiscal Year Through: 12/31/2020



	<u>Y-T-D</u> <u>Actual</u>	<u>FY Budgeted</u> <u>Amount</u>	<u>Percent</u> <u>of Budget</u>
<u>Revenues</u>			
Tuition and Assessments	9,195,970.89	18,279,664.00	(50.31)
Other Miscellaneous Fees	163,191.36	236,500.00	(69.00)
Sales	(33,643.96)	5,000.00	672.88
Facilities Income	31,910.00	66,200.00	(48.20)
Investment Income	12,984.43	25,000.00	(51.94)
Other Income	72,146.44	50,000.00	(144.29)
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Total Revenues	9,442,559.16	18,662,364.00	(50.60)
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**SUMMARY EXPENSES full Board**  
**The Woodstock Academy**  
**Fiscal Year Through 12/31/2020**



Report Department: All Departments

	<u>Y-T-D</u> <u>Actual</u>	<u>FY Budgeted</u> <u>Amount</u>	<u>Percent</u> <u>Expended</u>
<b>Expenses</b>			
<b>Payroll</b>			
Salaries	4,725,250.58	10,923,855.00	43.26
Benefits	1,355,945.69	2,749,453.00	49.32
<b>Total Payroll</b>	<u>6,081,196.27</u>	<u>13,673,308.00</u>	<u>44.47</u>
<b>Other Expenses</b>			
Professional Services	176,797.13	697,150.00	25.36
Transportation	150.00	225,000.00	0.07
Insurances/Legal	205,022.91	535,492.00	38.29
School-Wide Admissions/Recruitment	28,280.09	158,000.00	17.90
Professional Development	41,595.88	71,300.00	58.34
Instructional	327,110.61	863,445.00	37.88
Equipment	71,403.25	237,310.00	30.09
Debt Service	385,591.12	945,706.00	40.77
Facility Maintenance	375,431.65	758,200.00	49.52
Utilities	322,735.97	888,880.00	36.31
Food Service	185,732.46	561,000.00	33.11
Agent Fees	157,321.75	300,000.00	52.44
<b>Total Other Expenses</b>	<u>2,277,172.82</u>	<u>6,241,483.00</u>	<u>36.48</u>
<b>Total Expenses</b>	<u><u>8,358,369.09</u></u>	<u><u>19,914,791.00</u></u>	<u><u>41.97</u></u>

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES

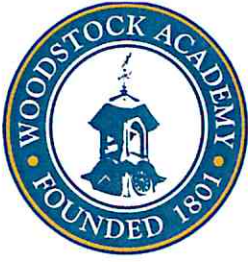


## BOARD MEETING

Meeting date: Tuesday, January 19, 2021  
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## ATTACHMENT 5

6. Woodstock Academy Administration Reports
  - b. Associate Head of School Report
    - i. Academy Updates



## January Updates from the Associate Head of School

### School Updates

- WA has initiated the Intensive Learning Lab (ILL) – an opportunity for at-risk students to attend in-person during virtual instruction day and received tutoring/support.
- The Woodstock Academy Athletic Department has partnered with Positive Coaching Alliance (PCA) which provides a wealth of resources and workshops for athletes, coaches, and parents. The first coaching workshop WA offered was *Sports Can Battle Racism*.

### School Achievements

- The athletic department has won the 2019-20 CIAC Michaels Cup. This award is given to schools that demonstrate the Class Act Sportsmanship standards, empower students to take an active role in the school climate, and support community service.
- The social studies department will be partnering with UConn as part of a curriculum building initiative for a new African American Studies course.
- The WAEA received a grant from the CEA to set up a new beverage station in the Bowen faculty workroom area.
- The Career & Technology Department secured a grant from Pratt & Whitney – a total of \$55,195 to support the expansion of the maker/manufacturing technology.
- Through a \$5000 mini-grant from SERAC, WA will be conducting a 2-day summer institute with diversity trainer, Kevin Booker, Jr., for 30 faculty and staff.

### Student Achievements

- WA's Model UN team's semester one results include a Best Small Delegation award, an Outstanding Large Delegation, and 31 individual student awards.
- Kaily LaChapelle (W) and Eliza Dutson (W) were selected to the 2020 All State Field Hockey team! Huck Gelhaus (W) was selected to the All State Soccer Team; his sister, Grace Gelhaus (W) was also selected to the All State Soccer Team this fall.
- Jaydn LaFlamme (W), Sarah Lucas (W), Cormac Nielson (W), Vincent Tocci (W), and Rockwell Valentine (W) were accepted to the CMEA Eastern Religion Music Festival.
- MUN Club won 4 awards this fall at the one conference they attended (3 of which went to first-time competitors)!
- Ethan Aspiras (B) and Megan Preston (W) were selected as the Connecticut School Coaches Association Scholar Athlete recipients for The Academy. Gabriel Geyer (P) and Brynn Kusnarowis (W) were selected as the Connecticut Association of Schools Scholar-Athlete awards.
- The following students were selected to receive the CAPSS (Connecticut Association of Public School Superintendents award: Ashley Guillot (C), Ciara MacKinnon (U), Joey Ignacio (B), Clayton Singleton (E), Riley Chapuis (W), Owen Ritzau (Tuition), Alexandra Vaida (P).

### Faculty & Staff Achievements

- Tom Young was selected by PlayVS, the eSports organizer for CT, to be part of an online eSports conference, Virtual Gaming: Real Medicine 2020.
- Val May presented at the NABT Virtual Conference in November.

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, January 19, 2021  
Time: 7:00 PM  
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## ATTACHMENT 6

8. Woodstock Academy Administration Reports
  - b. Head of School Report
    - i. Approve Policies—Second Read

## Students

### Bullying

The Woodstock Academy Board of Trustees (**the** Board) promotes a secure and **positive happy** school climate, conducive to teaching and learning that is free from threat, harassment and any type of bullying behavior. Therefore, it shall be the policy of the Board that **the** bullying of a student by another student is prohibited.

The Board believes that a school **and residential** environment in which students feel safe, supported, engaged and helpfully challenged is optimal for learning and personal development. The Board seeks an environment in which students and adults feel socially, emotionally, intellectually and physically safe; an environment that is free of harassment, intimidation and bullying.

### Definitions

Bullying means an act that is **directly** or **indirectly** **and** severe, persistent or pervasive which:

- A. causes physical or emotional harm to an individual,
- B. places an individual in reasonable fear of physical or emotional harm, or
- C. infringes on the rights and opportunities of an individual at school **or a school-sponsored activity**.

Bullying shall include, but need not be limited to, a written, oral, or electronic communication or physical act or gesture based on any actual or perceived differentiating characteristic, such as race, color, religion, ancestry, national origin, gender, sexual orientation, gender identity or expression, socioeconomic status, academic status, physical appearance, **or** mental, physical, developmental or sensory disability, or by association with an individual or group who has or is perceived to have one or more of such characteristics. (*The student against whom the activity is directed must be attending school in the same district as the students engaged in the activity.*)

**Cyberbullying means any act of bullying through the use of the Internet, interactive and digital technologies, mobile electronic devices or electronic communications.**

*Teen dating violence* means any act of physical, emotional or sexual abuse, including stalking, harassing and threatening that occurs between two students who are currently in or have recently been in a dating relationship.

*Mobile electronic device* means any hand-held or other portable electronic equipment capable of providing data communication between two or more individuals, including, but not limited to, a text messaging device, a paging device, a personal digital assistant, a laptop computer, equipment that is capable of playing a video game or a digital video disk, or equipment on which digital images are taken or transmitted.

*Electronic communication* means any transfer of signs, signals, writing, images, sounds, data or information of any nature transmitted in whole or in part by a wire, radio, electromagnetic, photoelectronic or photo-optical system.

*Hostile environment* means a situation in which bullying among students is sufficiently severe or pervasive to alter the conditions of the school climate.

*Outside of the school setting* means at a location, activity or program that is not school related, or through the use of an electronic device or a mobile electronic device that is not owned, leased or used by The Academy.

*School employee* means (a) **faculty member, administrator, staff or coach** employed by The Academy; or (b) any other individual who, in the performance of his or her duties, has regular contact with students and who provides services to or on behalf of students.

*School climate* means the quality and character of school life based on students', parents', guardians' and school employees' experiences of school life, including, but not limited to, norms, goals, values, interpersonal relationships, teaching and learning practices and organizational structures.

*Positive school climate* means (a) a school climate in which the norms, values, expectations and beliefs that support feelings of social, emotional and physical safety are promoted, (b) students, parents and guardians of students and school employees feel engaged and respected and work together to develop and contribute to a shared school vision, (c) educators model and nurture attitudes that emphasize the benefits and satisfaction gained from learning, and (d) each person feels comfortable contributing to the operation and care of the physical environment of The Academy.

*Emotional intelligence* means the ability to (a) perceive, recognize and understand emotions in oneself or others, (b) use emotions to facilitate cognitive activities, including, but not limited to, reasoning, problem solving and interpersonal communication, (c) understand and identify emotions, and (d) manage emotions in oneself ~~and others~~.

*Social and emotional learning* means the process through which children and adults achieve emotional intelligence through the competencies of self-awareness, self-management, social awareness, relationship skills and responsible decision ~~making~~.

Examples of bullying include, but are not limited to:

- A. physical violence and attacks
- B. verbal taunts, name ~~calling~~ and put ~~downs~~ including ethnically-based or gender-based verbal put ~~downs~~
- C. threats and intimidation
- D. extortion or stealing of money and/or possessions
- E. exclusion from peer groups within the school
- F. the misuse of electronic communications for the purpose of bullying, harassing, or sexually harassing other students within school or out of school ("cyberbullying")
- G. targeting of a student based on the student's actual or perceived "differentiating" characteristics such as race; color; religion; ancestry; national origin; gender; sexual orientation; gender identity or expression; socioeconomic or academic status; physical appearance; or mental, physical, developmental, or sensory disability.

Students who engage in any act of bullying, on school grounds, at a school-sponsored or school-related activity, function or program whether on or off school grounds, on a school bus or other vehicle owned, leased or used by the Board, or through the use of an electronic device or an electronic mobile device owned, leased or used by the Board, and outside of the school ~~setting if such bullying:~~

- A. creates ~~a~~ a hostile environment at The Academy for the victim,
- B. infringes ~~on~~ the rights of the victim at The Academy, or
- C. substantially disrupts ~~s~~ the education process or the orderly operation of The Academy, are subject to appropriate disciplinary action up to and including suspension, expulsion and/or referral to law enforcement officials.

**Involving everyone in The Academy community to address bullying through a comprehensive program to improve school climate is essential to reducing incidences of bullying. ~~A comprehensive program to improve school climate, involving everyone in The Academy community, to address bullying is essential to reducing incidences of bullying.~~** Such a program must involve interventions at all levels and ~~d in~~ all aspects of The Academy community.

#### The Academy's Program

- 1. Requires the development and implementation of a safe school climate plan to address the existence of bullying and teen dating violence at The Academy and requires that the student handbook explain the process by which students and families may make such reports;
- 2. Permits anonymous reports of bullying by students to school employees and written reports of suspected bullying by parents or guardians and requires that the student handbook explain the process by which students and families may make such reports;
- 3. Requires school employees who witness acts of bullying or receive reports of bullying to orally notify the safe school climate specialist or another school administrator if the safe school climate specialist is unavailable, not later than one

school day after such school employee witnesses or receives a report of bullying and to file a written report not later than two school days after making such an oral report;

4. Requires the safe school climate specialist to investigate or supervise the investigation of all reports of bullying and ensure that such investigation is completed promptly after receipt of any written report, and that the parents or guardians of the student alleged to have committed an act or acts of bullying and the parents or guardians of the student against whom such alleged act or acts were directed receive prompt notice that such investigation has commenced;
5. Requires the safe school climate specialist to review any anonymous reports, except that no disciplinary action shall be taken solely on the basis of an anonymous report;
6. Requires The Academy to have a prevention and intervention strategy, as defined by statute, as amended, for school employees to deal with bullying or teen dating violence, including language about bullying in student codes of conduct and in all student handbooks;
7. Provides for the inclusion of language in student codes of conduct concerning bullying;
8. Parents or guardians of all students involved in a verified act of bullying will be notified no later than forty-eight hours after the completion of the investigation of the results of such investigation and verbally and by electronic mail, that such parents/guardians may refer to the plan language explanation of the rights and remedies posted on the district's website (available under CGS 10-4a and 10-4b);
9. Requires The Academy to invite the parents/guardians of a student against whom such act was directed to a meeting to communicate to such parents/guardians the measures being taken by the school to ensure the safety of the students against whom such act of bullying was directed and the policies and procedures in place to prevent further acts of bullying;
10. Requires The Academy to invite the parents or guardians of a student who commits any verified act of bullying to a meeting, separate and distinct from the meeting of the parents/guardians of the student against whom the act of bullying was directed, to discuss specific interventions undertaken by the school to prevent further acts of bullying and teen dating violence;
11. The Academy shall document and maintain records relating to reports and investigations of bullying;
12. Requires the development of case-by-case interventions for addressing reported incidents of bullying against a single individual or recurrently perpetrated bullying incidents by the same individual that may include both counseling and discipline;
13. Prohibits discrimination and retaliation against an individual who reports or assists in the investigation of an act of bullying;
14. Requires the development of student safety support plans for students against whom an act of bullying was directed that addresses safety measures the school will take to protect such students against further acts of bullying or teen dating violence;
15. Requires The Academy to notify the appropriate local law enforcement agency when any act of bullying constitutes criminal conduct;
16. Prohibits bullying (a) on school grounds, at a school-sponsored or school-related activity, function or program whether on or off school grounds, on a school bus or other vehicle owned, leased or used by the Board, or through the use of an electronic device or an electronic mobile device owned, leased or used by the Board, and (b) outside of the school setting if such bullying (i) creates a hostile environment at The Academy for the student against whom such bullying was directed, (ii) infringes on the rights of the student against whom such bullying was directed at The Academy, or (iii) substantially disrupts the education process or the orderly operation of The Academy;
17. Requires all Academy employees to annually complete the training required by C.G.S. 10-220a, as amended. Such training shall include identifying and responding to bullying and preventing and responding to youth suicide;
18. Requires students and the parents/guardians of students to be notified through the handbook the process by which they may make reports of bullying or teen dating violence; and
19. Requires, the safe school climate plan shall be made available on the website and such plan is to be included in all student handbooks.

#### Prevention and Intervention Strategy

The Academy shall:

1. Implement positive behavioral interventions and supports processes for safe school climate or for the prevention of bullying and teen dating violence.
2. Have rules prohibiting bullying, teen dating violence, harassment, and intimidation and to establishing appropriate consequences for those who engage in such acts.

3. Include appropriate bullying and teen dating violence education and prevention curricula.
4. Provide individual interventions for the bully or student who commits teen dating violence, **along with the** parents and school employees, and **provide individual** interventions for the students against whom the acts of bullying and teen dating violence are directed, **along with the** parents, and school employees.
5. Provide student peer training, education and support.
6. Promote parent involvement in bullying and teen dating violence prevention through individual or team participation in meetings, trainings, and individual interventions.

#### Safe School Climate Coordinator

The Head of School shall yearly assign an administrator as the Safe School Climate Coordinator. This Coordinator shall:

1. Implement the safe school climate plan;
2. Investigate, identify, and respond to bullying and teen dating violence at The Academy;
3. Maintain data and information concerning a safe school climate;
4. Respond to bullying and teen dating violence;
5. Successfully complete, the mental health first aid training provided by the Commissioner of Mental Health and Addiction Services. (such training only required once)

#### Safe School Climate Committee

The Academy shall establish a committee, or designate at least one existing committee, that is responsible for developing and fostering a safe school climate and addressing issues related to bullying at The Academy. The Committee shall:

1. Identify and address patterns of bullying and teen dating **violence** among students at The Academy;
2. Review and recommend amendments about school policies/procedures relating to bullying and teen dating violence;
3. Help to educate students, school employees and parents and guardians of students on issues relating to bullying and teen dating violence; and
4. Perform any other duties as determined by the Head of School or his/her designee that are related to the prevention, identification and response to school bullying and teen dating violence at The Academy.

#### Safe School Climate Plan

The Academy administration shall develop and implement a Safe School Climate Plan to address the existence of bullying and teen dating violence. Such plan shall establish procedures in alignment with this policy.

**The Academy shall publish the plain language of the rights and remedies available under this policy on the District's website.**

~~**The Academy shall publish on the District's website the plain language of the rights and remedies available under this policy.**~~

Legal Reference: Connecticut General Statutes  
 10-15b Access of parent or guardian to student's records. Inspection and subpoena of school or student records.  
 10-222d Policy on bullying behavior as amended by PA 08-160, PA 11-232, PA 14-172 and PA 18-15 and PA 19-166  
 PA 06-115 An Act Concerning Bullying Policies in Schools and Notices Sent to Parents or Legal Guardians.  
 PA 11-232 An Act Concerning the Strengthening of School Bullying Laws.  
 PA 14-172 An Act Concerning Improving Employment Opportunities through Education and Ensuring Safe School Climates.  
 PA 14-234 An Act Concerning Domestic Violence and Sexual Assault  
 PA 19-166 An Act Concerning School Climate

Policy adopted: \_\_\_\_\_

## Students

### Breathalyzer Testing

The Woodstock Academy Board of Trustees supports the use of breathalyzers ~~on campus during the school day~~ or at any Academy sponsored/supported activities and events to deter the use of alcohol by students and to promote the health and safety of all students.

This policy provides the basic structure for the use of breathalyzers at The Academy to confirm alcohol consumption by students. Such instruments shall be used by The Woodstock Academy to:

1. Confirm a reasonable suspicion that a particular student has used or is under the influence of alcohol ~~on campus at school during the school day~~, or at a co-curricular Woodstock Academy-sponsored event; and/or
2. Systematically screen students attending a co-curricular Woodstock Academy-sponsored activities or events (on or off school grounds) for possible alcohol use.

A breathalyzer is a device that detects and measures alcohol in expired air so as to determine the concentration of alcohol in a person's blood. Designated Academy personnel will be trained in the use of the breathalyzer test.

Testing of students using these devices will be conducted in a separate area, to the extent practicable, to maintain student privacy. Results from a breathalyzer will be maintained in a confidential manner to the extent practicable, and only released in accordance with Woodstock Academy policy and state and federal law.

### Testing to Confirm Reasonable Suspicion of Alcohol Use

If there is reasonable suspicion that a student is under the influence of alcohol on school grounds or at a Woodstock Academy sponsored activity, the student shall be removed to a separate area for observation and questioning concerning alcohol consumption. The student will be informed as to how the breathalyzer operates and will be asked to breathe into the device. Testing will be conducted by trained personnel, in a separate area whenever possible, to maintain student privacy. Any student who tests positive will be asked to submit to a second breathalyzer test. If the student tests positive to the second test, The Woodstock Academy will contact his/her parents/guardians. If necessary, the student will be brought to ~~the health office~~ ~~The Academy nurse~~ for medical treatment during school hours and emergency medical protocols shall be followed. ~~The~~ Woodstock Academy personnel shall seek emergency medical treatment (911), if necessary.

If the student tests positive on either test, or if the student refuses to take the test when there is reasonable suspicion of alcohol use, the student may be subject to appropriate disciplinary action consistent with The Woodstock Academy policies and procedures.

Reasonable suspicion shall include, but ~~may~~ not be limited to, any of the following:

1. Observed use or possession of alcohol;
2. Alcohol odor or the presence of an alcohol container;
3. Slurred speech, unsteady gait, lack of coordination, bloodshot or glazed eyes; or
4. Marked changes in personal or physical behavior not attributable to other factors.

### Co-Curricular Woodstock Academy-Sponsored Activity or Event (On or Off School Grounds)

The Board of Trustees allows for the use of breathalyzers in connection with students' participation in co-curricular Woodstock Academy-sponsored activities and events (on or off school grounds). The Woodstock Academy personnel do not need to have reasonable suspicion of alcohol use in order to use breathalyzer tests at these activities and events.

Students will be notified prior to the activity or event if suspicion-less testing will occur. Students will be notified through such means as the ~~calendar~~, ~~handbook~~, written notices, Academy announcements (oral and written), or other similar notifications.

Students may be denied entry and/or removed from the event or activity for either refusing to submit to such testing or for testing positive for alcohol use.

When breathalyzers will be used at an Academy-sponsored activity or event (on or off school grounds) (i.e. dances, proms, etc.), such devices shall be administered as follows:

1. The Woodstock Academy Associate Head of School or his/her designee will determine if such screening will be required of each student participating in the activity or event or if this screening will be done randomly.
  - a. If each student is to be tested, all students participating in the activity or event will be asked to submit to a breathalyzer test.
  - b. If testing is to be done randomly, the ~~Associate Assistant~~ Head of School or his/her designee will determine the method for random testing prior to the activity or event and communicate the method to those personnel who will administer the test.
2. Students will be asked to breathe into the device. If the breathalyzer test detects alcohol, the student shall be removed to a separate area for observation and questioning concerning alcohol consumption. The student will be asked to submit to a second breathalyzer test to confirm the presence of alcohol.
3. Should the student test positive after the second test, The Woodstock Academy personnel will contact the student's parents/guardians and the student shall be removed/denied entry to the activity or event and may face additional disciplinary actions.
4. Any student who refuses to submit to the breathalyzer test, may be excluded or removed from the activity or event and may face additional disciplinary actions.
5. The Woodstock Academy retains the right to contact state police and/or local law enforcement officials at any time, as deemed appropriate, consistent with The Woodstock Academy practice and policy.

Policy Adopted: April 22, 2008

Policy Updated: February 23, 2010

Policy Updated: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Instruction

### Class Size Guidelines

Class size guidelines for The Woodstock Academy are anchored in educational research and best practices. Best practice indicates that reducing large class sizes ~~increases the capacity and~~ improves the quality of interactions among all members of a school community. Additionally, smaller class sizes enable teachers to develop stronger teacher-student connections, reduce discipline issues, and ~~to allow~~ for a greater individualization of classroom instruction. While there are many factors that determine student success, class size is the foundation of creating **effective**, student-centered learning environments.

Therefore, the Board of Trustees is committed to maintaining appropriate class sizes to facilitate the maximum social and educational development of all students. The Board of Trustees recognizes that the student/teacher ratio is an important aspect of an effective educational program. The Board of Trustees also recognizes that there is no perfect class size number. Rather, appropriate class size is a function of **many** factors including student developmental levels, class make-up, type of class, and educational need. Class size guidelines should not be interpreted as absolute “not to exceed” or “never less than” numbers. These guidelines shall be viewed as reasonable ranges of typical class size for each instructional level.

The Board of Trustees recognizes that the operation of the educational program is the responsibility of the Head of School. Therefore, the administration shall operate the educational program within class size guidelines. However, the Board of Trustees authorizes the Head of School or his/her designee to make adjustments in class size and/or consider other alternatives in the configuration of classes. When determining the necessity of class size adjustments or alternative configurations, the administration shall consider various factors including, but not limited to, the following:

- The mission and goals of the school;
- The number of students with special education and/or remedial education needs;
- The number of students who have not met goal on specific performance indicators;
- The history of the students in the school;
- The balance of student skills and personalities;
- The overall school enrollment balanced with student needs and number of teaching sections available;
- Financial and building constraints; and
- Other pertinent factors.

The Board of Trustees endorse an average class size of 18-22 as the range for typical regular education high school classes by departments. But it is also understood that class size may vary from this range as dictated by the needs of **the** students and the considerations listed previously.

Secondary school courses such as advanced placement, honors, world language, music, art, certain science, mathematics, technology, and classes being piloted may be offered at a lower or higher class size. Therefore, secondary class sizes may have a lower limit of ten students and an upper limit of twenty-eight students.

### Special Instruction

Special education and other support classes may require lower class sizes based upon the special needs of the involved students. Some instructional areas may have further restraints based on supervisory, health, and safety matters.

### Reporting

The Academic Dean shall provide a report on class size to the Academic Committee on an annual basis by November of each year.

## Instruction

### Ceremonies and Observances

#### Separation of Church and State

In accordance with the ~~mandate of the~~ United States Constitution, ~~Congress shall make no law respecting an establishment of religion or prohibiting the free exercise thereof.~~ It is the policy of The Woodstock Academy Board of Trustees that The Academy will, at all times and in all ways, **have a neutral posture toward religion.**

This ~~requirement expectation~~ of neutrality need not preclude nor hinder The Academy in fulfilling its responsibility to educate students to be tolerant and respectful of religious diversity. The Board also recognizes that one of its educational responsibilities is to advance the students' knowledge and appreciation of the role that religion has played in the social, cultural, and historical development of civilization.

Therefore, the Board will approach religion from an objective, curriculum-related perspective, encouraging all students and staff members to be aware of the diversity of beliefs and **be** respectful of each other's religious and/or non-religious views. In that spirit of respect, students and staff members should be excused from participating in activities that are contrary to **their** religious beliefs unless there are clear issues of compelling public interest that would prevent it.

#### Holiday Celebrations and Observances

The Head of School or his/her designee is responsible for monitoring compliance with this policy. Pertinent information will be included in the student, parent, and staff handbooks.

#### Absence for Religious Observation

Student absences for religious observances shall be excused. Furthermore, such absences should not prohibit receipt of attendance-related awards nor impact student grades or participation in school events.

#### Recognition of Religious Holidays

The objective study of religious holidays provides a natural opportunity to promote an appreciation for and respect of diversity. Learning opportunities should reflect the diversity of global cultures.

1. Recognition of religious holidays will not dominate the educational program and must support curricular objectives;
2. All religions must be afforded equal dignity, **but with** none advanced nor disparaged;
3. Decorations which are part of custom, that have no direct religious meaning (Christmas tree or Easter Bunny) may be displayed. Tree decorations should not promote religion nor require student participation;
4. Programs should focus on seasonal rather than religious themes inclusive of concerts, enrichment programs and fundraisers;
5. Performances which recognize holidays must be of an artistic nature, not religious. ~~Religious music must not dominate any school program.~~ Program selections should not, by their nature, exclude students from participation;
6. The **cafeteria** staff will consider religious dietary restrictions when planning menus (non-meat meals, limiting pork to one menu choice); and
7. Parents may exclude their children from programs involving the recognition of religious holidays or if **the** celebration is in conflict with family beliefs. A written request for exclusion should be sent to the Head of School.

#### Silent Meditation

The Board directs that the administration shall provide **for** students and teachers the opportunity to observe an appropriate period of time for silent meditation at the beginning of each school day.

#### Pledge of Allegiance

Students will be offered the opportunity to recite the Pledge of Allegiance to the United States Flag at least once during each school day. Participation in reciting the Pledge of Allegiance will be voluntary. Students may refuse to participate in reciting the

Pledge of Allegiance for any reason, including religious, political, philosophical or personal reasons. If a student chooses not to participate, he/she may stand or sit in silence.

Policy Adopted: May 16, 2006

Policy Updated: \_\_\_\_\_

The Woodstock Academy

Woodstock, Connecticut

## Instruction

### One-to-One Tablet Program

The Woodstock Academy Board of Trustees recognizes that the mission and vision of The Academy is to prepare all students for life after The Academy, **to** foster a sense of respect for self and others, and **to** encourage active investment in family, school, **the** community, and the world.

The Board believes that providing all students with equal access to technology, **will afford students opportunities to prepare for life after The Academy and** enable educators and students to communicate, learn, share, collaborate and create, to think and solve problems, and **to** manage their work.

The Board believes the implementation and focus of The Academy's One-to-One Tablet Program is to provide the necessary tools and resources for a progressive learning environment characterized by flexibility, collaboration, personalization **and** creativity, ~~and technology-rich learning~~. Technology shall be integrated throughout The Academy in a seamless **and timeless** fashion. The ~~One-to-One Tablet~~ Program will empower students and teachers to use technology in an equitable way, accessing and using purposeful technology-based tools anytime a task **requires**.

Learning must be a continuous and dynamic interaction among students, parents, and the extended community. Learning should not be limited by the physical confines of a classroom or school building and should occur anywhere and anytime. Through ~~the~~ equitable and purposeful technology integration, **the** instructional pedagogy of teachers shifts from being deliverers of content, and instead allows teachers to be facilitators of deep, individualized learning for all students.

The Board of Trustees directs the Head of School or his/her designee to develop regulations and procedures in accordance with the above policy. The procedures within these regulations apply to all Academy-owned **tablets**, including any device considered by the Head of School to come under this policy. Individual teachers may set additional reasonable requirements for use in their classroom.

Policy Adopted: June 23, 2015

Policy Updated: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Instruction

### Early Graduation

Recognizing that a four-year high school education is of critical academic importance to the students served by The Woodstock Academy, it shall be the policy of the Board of Trustees that no student, unless specifically exempted through a duly and legally called Planning and Placement Team meeting or approved by the Head of school for some extraordinary circumstances, shall be allowed to graduate from The Woodstock Academy in less than four full school years. Any and all students shall be required to **meet** the approved **graduation** requirements.

Within their senior year, all students shall be enrolled in no less than three credits per semester and be required to pass no less than five courses in addition to or combined with the graduation requirements, unless approved by the Head of School.

Policy Adopted: March 16, 1999

Policy Updated: \_\_\_\_\_

The Woodstock Academy

Woodstock, Academy

## Instruction

### Comprehensive School Counseling Program/Guidance Services

The Woodstock Academy shall provide and maintain a comprehensive school counseling and guidance program in which students are systematically, actively, and purposely assisted in acquiring personal human skills. Students shall be provided with the assistance and guidance to effectively identify, select, plan, and prepare for post-secondary education or a career of choice. The program is designed to assist students through specific self-appraisal and self-improvement activities, to enable effective planning to meet their personal education and career goals. Various **certified and non-certified** staff members are part of this program, which includes, but **is not** limited to school counselors, social workers, school psychologists, teachers and administrators. The Head of School or his/her designee shall oversee this program.

The specific goals of the school counseling program are:

1. Help students develop knowledge of self, including family relationships and the understanding of others;
2. Assist students with emotional and mental growth, including family relationships and the understanding of others;
3. Assist students in the development of social skills and civic responsibility**ies**;
4. Assist students in problem-solving, decision-making and coping skills to allow them to live a healthy life;
5. Assist students in their career development and support partnerships between school and community;
6. Assist staff as **a** resource/consultant in student-teacher relationships, behavior management, student evaluation and parent/guardian contacts;
7. **Provide assistance to Aid** students and families during crisis situations;
8. Form relationships with parents/guardians to provide support as needed; **and**
9. Assist in referrals to other student services personnel and with out-of-school agencies serving youth as needed or required.

Pursuant to the Comprehensive School Counseling Guide prepared by the Connecticut Department of Education, The Academy shall make **the following guidance and counseling services reasonably available to all students within available resources: ~~reasonably available, within available resources, to all students, the following guidance and counseling services:~~**

1. Academic **g**uidance to help students and their parents/guardians to acquire knowledge of the curriculum choices available to students, to plan a program of studies, to arrange and interpret academic testing, and to seek post-secondary academic opportunities;
2. Career **g**uidance to help students acquire information to plan for post-secondary education and career opportunities; and
3. Personal or **s**ocial **c**ounseling, while working with the appropriate staff, to help students develop an understanding of themselves and the rights and needs of others, resolve conflict, and define individual goals that reflect their interests and aptitudes.

The major program components of The Academy's **c**omprehensive **c**ounseling and **g**uidance **p**rogram shall contain the following:

1. Guidance curriculum that is delivered through classroom presentations and activities, and structured group activities;
2. Individual planning which is a process that includes activities to assist students and their parents/guardians in the planning, monitoring, and managing of the student's learning as well as his/her personal, educational, and career goals;
3. Responsive services which meet the immediate concerns and needs of students, usually with a prevention focus, such as, but not limited to, drop-out prevention, peer leadership, and drug and alcohol prevention; and
4. System support, which focuses on program development, implementation, and management, and connects the guidance program to existing family and community support and to school improvement and student achievement.

Through the appropriate handbooks and newsletters, parents/guardians shall be provided annual notification  
~~Parents/guardians shall be provided notification annually, through the appropriate handbooks and newsletters;~~  
about the academic and career guidance and the personal or social counseling programs that are available to students.

Policy Adopted: August 25, 1992

Policy Updated: June 23, 2015

Policy Updated: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Governance of the Board

### Limits of Individual Authority

Apart from their function as part of the unit, members of the Board of Trustees have no individual authority. Individually, the Trustee may not commit The Academy to any policy, act or expenditure. The Trustee is prohibited from doing business with The Academy and from having an interest in any contract with The Academy in general. The Trustee does not represent a factional segment of The Academy, but is rather a part of the body which represents and acts for The Academy as a whole.

No individual Trustee of the Board, by virtue of holding office, shall exercise any administrative responsibility with respect to The Academy, nor shall the individual Trustee command the services of any Academy employee.

No Trustee of the Board shall be required to perform any routine or clerical duties which may be assigned to an employee.

Policy Adopted: August 25, 1992

Policy Updated: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Governance of the Board

### Attorney

The **Any** attorney of the Board of Trustees shall be the legal adviser of the Trustees and its officers in questions related to their official duties. The Board of Trustees shall appoint, either on a full-time or retainer basis, an attorney(ies) to serve as The Academy's attorney. His or her primary function is to provide professional legal counsel and representation to the Board of Trustees and the Head of School.

The attorney shall:

1. Represent the Board of Trustees in legal proceedings;
2. Give his/her written opinion on all legal questions referred to him/her by the Board or the Head of School;
3. Attend all Board of Trustees meetings, conferences and other meetings as requested by the Board, Head of School, Board President or Board Committee; and
4. Fulfill such other legal duties as the Board of Trustees may assign.

The performance of the attorney **on behalf of to** the Board of Trustees shall be subject to evaluation on **an ongoing continuing** basis by the Board of Trustees and the Head of School.

Policy Adopted: August 25, 1992

Policy Updated: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Governance of the Board Committees

The Board of Trustees shall operate as a committee of the whole, except that there shall be standing and special committees. Special committees shall be appointed by the President and shall be approved by vote of the Board. The functions of all committees shall be fact finding, deliberative, and advisory, unless otherwise designated by the Board of Trustees or the bylaws.

Forty percent of any committee shall constitute a quorum.

All committee meetings shall be open. In minutes of committees, all actions of those meetings shall be reported to the Board of Trustees.

### Board President Ex-Officio Member

The President of the Board of Trustees shall be an Ex-Officio member of all committees with voice and vote.

### Responsibility

No committee may speak or act for the Board of Trustees unless specifically designated or instructed to do so by the Board of Trustees.

Policy Adopted: August 25, 1992

Policy Reviewed: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Governance of the Board

### Executive Committee

The Executive Committee will consist of Trustees as outlined in the **bylaws**.

#### Board of Trustees Representation

The Trustees shall appoint an Executive Committee of not less than five Trustees, two of whom shall be President and Secretary. These appointees shall hold office until the next Annual Meeting and until their successors are appointed. Trustee members of the Executive Committee are subject to removal at the pleasure of the Board of Trustees. Any vacancy occurring in this committee, other than a Board of Education vacancy, shall be filled for the unexpired term by the Board of Trustees.

#### Board of Education Sending District's Representative

The Woodstock Academy **bylaws** shall govern sending district representation.

#### Powers of the Executive Committee

The Board of Trustees may delegate any and all powers to the Executive Committee.

At any time, the Board may delegate to the Executive Committee the power to call for an unscheduled meeting for the purpose of addressing a specific situation or emergency when it proves impossible or impractical to convene the Board.

The Executive Committee may be delegated by resolution of the Trustees, any or all powers of the Board of Trustees, including discretionary powers which are subject to revocation at any time.

The Board may also defer to the Executive Committee any major financial decisions upon recommendation of the Finance Committee that are above the normal operating budget expenditures. The Executive Committee may not assume any of the fiduciary responsibilities associated with the management of any trust fund for which the Board is responsible.

A quorum of the Executive Committee for any vote shall be six members, one of whom must be the President, Vice President or a designee appointed by the President.

**In order for a motion to carry, a two-thirds of the members in attendance shall be required to vote in the affirmative.**  
~~In order for a motion to carry, a two-thirds vote in the affirmative, of the members in attendance, shall be required.~~

Policy Adopted: August 25, 1992

Policy Updated: March 21, 2017

Policy Updated: \_\_\_\_\_

The Woodstock Academy

Woodstock, Connecticut

## **Governance of the Board**

### **Permanent Board Committees**

The President of the Board of Trustees shall appoint all permanent committees as may be deemed necessary or advisable by the Board. The duties and composition of the permanent committees shall be specifically delineated in writing by the Board and shall be implemented as regulations for this policy.

The makeup of these committees, and committee appointments or removals for cause, shall be at the discretion of the President. However, each Board committee shall be chaired by a Board member, and Board members shall comprise the majority of each committee.

Where deemed appropriate by the President, members of the greater school community including faculty, staff, administration, students, parents, and other parties may be appointed to any committee and shall possess equal status in the committee process. In the case where a formal vote of committee members is necessary, this vote shall be recorded and reported to the Board. All committees of the Board will follow the provisions of the Freedom of Information Act as required.

Policy Adopted: March 16, 1999

Policy Reviewed: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Governance of the Board

### Parliamentary Procedures

The deliberation of the Board shall be regulated by the rules of parliamentary practice in accordance with Robert's Rules of Order, unless otherwise provided by these policies or **bylaws**.

#### Writing Out Motions

At any meeting, a **member of the** Board of Trustees may write out motions which he/she has made and present **them** to the Secretary.

Policy Adopted: August 25, 1992

Policy Updated: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Governance of the Board

### Minutes

The Secretary of the Board of Trustees shall ~~ensure keep minutes are kept for~~ of all meetings of the Trustees. Copies of the proceeding ~~meeting minutes~~ shall be made for distribution to the Trustees and included on the agenda for the next regular meeting. The official minutes of the Board of Trustees meetings and the master copy of the policy manual shall be kept in the Head of School's Office. Minutes shall be made available to the public for inspection within seven days after each meeting.

### Recording of Votes

Motions or resolutions shall be recorded as having passed or failed, and votes will be recorded. ~~All motions and resolutions shall be numbered for each fiscal year beginning July 1.~~

### Maintaining the Minutes

The minutes of meetings of the Board of Trustees shall contain the following when appropriate:

- a. The date, place, and type of meeting;
- b. Trustees present and trustees absent, by name;
- c. Call to order ~~and opening ceremony~~;
- d. Arrival of tardy trustees by name and time;
- e. Departure of trustees by name before adjournment, or if absent when any agenda items are acted upon;
- f. Record of written notice of special meetings;
- g. Record of items of business to be considered at future regular or special meetings;
- h. Approval or amended approval of the minutes of preceding meetings;
- i. Information as to each subject of the trustees' deliberations;
- j. Complete information as to each subject including the roll call record of the vote on a ~~motion~~, if not unanimous;
- k. All Board of Trustees' resolutions in complete context, ~~numbered serially for each fiscal year~~;
- l. A record of all contracts entered into ~~during Board of Trustee meetings~~;
- m. All employment decisions, ~~and~~ resignations or terminations ~~of~~ employment;
- n. Adoption of the annual budget;
- o. Financial report;
- p. A record of all important correspondence;
- q. A record of the Head of School's report to the Board of Trustees;
- r. Adoption of all policies;
- s. A record of all delegations appearing before the Board of Trustees;
- t. Adoption of the annual school calendar; and
- u. Approval of job descriptions for Administrators.

Policy Adopted: August 25, 1992

Policy Updated: \_\_\_\_\_

The Woodstock Academy  
Woodstock, Connecticut

## Governance of the Board

### Board/Academy Records

Any recorded data or information relating to the conduct of the public's business prepared, owned, used, received or retained by the Board of Trustees or The Woodstock Academy, whether handwritten, typed, tape-recorded, printed, photographed, or recorded by any other method is by definition "public record" **with and** access thereto during normal hours of business **shall be granted to any citizen**. All such records shall be maintained at the office of the Head of School of The Woodstock Academy, who shall be the custodian of all public records of The Academy.

Not included in the category of public records to which the privilege of access is given are the following:

1. ~~Preliminary drafts or notes provided the custodian or the Board of Trustees has determined that the public interest in withholding such documents clearly outweighs the public interest in disclosure;~~
2. Personnel or medical files and similar files, the disclosure of which would constitute an invasion of personal privacy;
3. Records pertaining to strategy and negotiations with respect to pending claims and litigation to which The Academy is a party until such ~~or~~ claim has been adjudicated or otherwise settled;
4. Student files;
5. Test questions, scoring keys and other examination data used to administer a licensing examination, or for academic examinations;
6. The **contents** ~~contents~~ of real estate appraisals, or feasibility estimates and evaluation made for or by The Academy relative to the acquisition of property or to prospective public supply and contracts, until such time as all of the property has been acquired or all proceedings or transactions have been terminated ~~(except that the law of public in is not affected by this provision);~~
7. Records, reports and statements of strategy or negotiations with respect to collective bargaining;
8. Records, tax returns, reports and statements exempted by federal law or state statutes or communications privileged by the attorney-client relationship;
9. Names or addresses of students enrolled in The Academy without the consent of each student whose name or address is to be disclosed who is eighteen or older and a parent or guardian of such minor student as outlined by federal and state law; and
10. **Any and all documents which may be considered privileged by the State of Connecticut.**

### Availability of Records

Any person shall receive promptly **upon** request, a plain ~~or certified~~ copy of any public record except those which access is not permitted under law, **at a cost in alignment with the fees charged by the State of Connecticut for FOIA requests twenty-five cents per page**. The Academy will require prepayment of the fee if the fee is estimated to be two dollars or more. There will be no sales tax for this service. There will be no charge if the person requesting the record is **an** indigent, the record requested is exempt from disclosure, or if, in the judgment of the custodian of records, compliance with the request benefits the general welfare.

An additional charge of one dollar for the first page and fifty cents for each additional page may be **added made** for certification of any records or **certification** of any fact within the record.

The Head of School, on behalf of the Board of Trustees, shall notify an employee in writing when a request is made for disclosure of the employee's personnel, medical, or similar files, if the Head of School reasonably believes disclosure would invade the employee's privacy.

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, January 19, 2021  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## 2019-2020 AUDIT

6. Woodstock Academy Administration Reports
  - a. Associate Head of School for Finance and Operations Report
    - iii. 2019-2020 Audit—First Read

**Woodstock Academy**  
**Consolidated Financial Statements**  
**and**  
**Report of Independent**  
**Certified Public Accountant**  
  
**For the Years Ended**  
**June 30, 2020 and 2019**

**Woodstock Academy**  
**Table of Contents**  
**For the Years Ended June 30, 2020 and 2019**

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CERTIFIED PUBLIC ACCOUNTANTS

43 Enterprise Drive • Bristol, CT 06010-3990 • 860/582-6715 • Fax 860/585-6339

*Independent Auditor's Report*

Board of Trustees  
Woodstock Academy

**Report on the Financial Statements**

We have audited the accompanying consolidated financial statements of Woodstock Academy, which comprise the consolidated statement of financial position as of June 30, 2020 and 2019, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

***Management's Responsibility for the Financial Statements***

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

***Auditor's Responsibility***

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Opinion***

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Woodstock Academy as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated October 30, 2020 on our consideration of Woodstock Academy's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Woodstock Academy's internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "Maletta & Company". The signature is stylized, with the first name "Maletta" written in a cursive script and "& Company" written in a more formal, slightly cursive script.

Maletta & Company  
Certified Public Accountants

Bristol Connecticut  
October 30, 2020

**Woodstock Academy**  
**Statement of Financial Position**  
**As of June 30, 2020 and 2019**

	2020	2019
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 2,851,877	\$ 2,867,388
Investments	1,677,476	2,459,700
Accounts Receivable	135,945	104,299
Contributions Receivable	1,000,000	500,000
Prepaid Expenses	50,368	95,678
Inventory	11,964	3,794
Total Current Assets	<u>5,727,630</u>	<u>6,030,859</u>
<b>Property and Equipment, Net</b>	25,924,273	23,676,242
<b>Other Assets</b>		
Investments	3,857,150	3,744,016
Contributions Receivable, Long-Term, Net	1,426,576	1,878,633
Long-Term Deposit	92,800	92,800
USDA Deposits and Reserves	263,925	209,272
Total Other Assets	<u>5,640,451</u>	<u>5,924,721</u>
<b>Total Assets</b>	<u><u>\$ 37,292,354</u></u>	<u><u>\$ 35,631,822</u></u>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts Payable and Accrued Expenses	\$ 1,063,888	\$ 581,876
Prepaid Tuition	1,683,990	3,432,252
Student Deposits Payable	250,734	310,696
Current Portion of Mortgages Payable	408,223	337,455
Current Portion of Capital Lease Payable	119,724	119,725
Student Activity Funds	261,772	398,021
Total Current Liabilities	<u>3,788,331</u>	<u>5,180,025</u>
<b>Long-Term Debt</b>		
Mortgages Payable	17,160,476	17,497,300
Capital Lease Payable	209,520	329,243
Security Deposits	22,075	-
	<u>17,392,071</u>	<u>17,826,543</u>
<b>Total Liabilities</b>	<u>21,180,402</u>	<u>23,006,568</u>
<b>Net Assets</b>		
Without Donor Restrictions	9,745,381	4,425,639
With Donor Restrictions	6,366,571	8,199,615
Total Net Assets	<u>16,111,952</u>	<u>12,625,254</u>
<b>Total Liabilities and Net Assets</b>	<u><u>\$ 37,292,354</u></u>	<u><u>\$ 35,631,822</u></u>

*The accompanying notes are an integral  
part of these financial statements*

**Woodstock Academy**  
**Statement of Activities**  
**For the Years Ended June 30, 2020 and 2019**

	Without Donor Restrictions	With Donor Restrictions	2020 Total	Without Donor Restrictions	With Donor Restrictions	2019 Total
<b>Operating Revenues and Support</b>						
Tuition	\$ 19,934,142	\$ -	\$ 19,934,142	\$ 19,262,870	\$ -	\$ 19,262,870
Grants and Contributions	2,516,205	303,783	2,819,988	141,688	136,917	278,605
Fees	80,251	-	80,251	134,803	-	134,803
Miscellaneous	145,402	-	145,402	98,907	-	98,907
Rental Income	60,827	-	60,827	102,078	-	102,078
School Store Sales	16,217	-	16,217	18,935	-	18,935
Investment Return for Operations	50	51,286	51,336	575	83,603	84,178
Fundraising Events	19,974	13,875	33,849	17,028	28,346	45,374
Total Revenue and Support Before Net Assets Released from Restrictions	22,773,068	368,944	23,142,012	19,776,884	248,866	20,025,750
Net Assets Released from Restrictions	125,305	(125,305)	-	172,283	(172,283)	-
<b>Total Operating Revenues and Support</b>	<b>22,898,373</b>	<b>243,639</b>	<b>23,142,012</b>	<b>19,949,167</b>	<b>76,583</b>	<b>20,025,750</b>
<b>Operating Expenses</b>						
Program Services	15,795,773	-	15,795,773	16,985,321	-	16,985,321
Supporting Services						
General and Administrative	2,543,793	-	2,543,793	2,716,957	-	2,716,957
Fundraising and Development	329,946	-	329,946	358,747	-	358,747
<b>Total Operating Expenses</b>	<b>18,669,512</b>	<b>-</b>	<b>18,669,512</b>	<b>20,061,025</b>	<b>-</b>	<b>20,061,025</b>
<b>Results of Operations</b>	<b>4,228,861</b>	<b>243,639</b>	<b>4,472,500</b>	<b>(111,858)</b>	<b>76,583</b>	<b>(35,275)</b>

*The accompanying notes are an integral  
part of these financial statements*

**Woodstock Academy**  
**Statement of Activities (Cont'd)**  
**For the Years Ended June 30, 2020 and 2019**

	Without Donor Restrictions	With Donor Restrictions	2020 Total	Without Donor Restrictions	With Donor Restrictions	2019 Total
<b>Non-Operating Revenues and (Expenses)</b>						
Endowment Contributions	\$ -	\$ 89,317	\$ 89,317	\$ -	\$ 2,389,312	\$ 2,389,312
Funding for Capital Improvements	530,608	33,585	564,193	364,610	2,648,686	3,013,296
Gain/(Loss) on Disposition of Assets	(51,710)	-	(51,710)	1,000	-	1,000
Investment Income	114,985	-	114,985	106,171	-	106,171
Investment Return in Excess/(Deficit) of Spending Policy	4,855	7,697	12,552	17,341	146,346	163,687
Interest Expense	(454,143)	-	(454,143)	(451,825)	-	(451,825)
Depreciation Expense	(1,260,996)	-	(1,260,996)	(1,164,092)	-	(1,164,092)
Net Assets Released from Restrictions	2,207,282	(2,207,282)	-	558,297	(558,297)	-
<b>Total Non-Operating Revenues and Expenses</b>	<b>1,090,881</b>	<b>(2,076,683)</b>	<b>(985,802)</b>	<b>(568,498)</b>	<b>4,626,047</b>	<b>4,057,549</b>
<b>Change in Net Assets</b>	<b>5,319,742</b>	<b>(1,833,044)</b>	<b>3,486,698</b>	<b>(680,356)</b>	<b>4,702,630</b>	<b>4,022,274</b>
<b>Net Assets, Beginning</b>	<b>4,425,639</b>	<b>8,199,615</b>	<b>12,625,254</b>	<b>5,105,995</b>	<b>3,496,985</b>	<b>8,602,980</b>
<b>Net Assets, Ending</b>	<b>\$ 9,745,381</b>	<b>\$ 6,366,571</b>	<b>\$ 16,111,952</b>	<b>\$ 4,425,639</b>	<b>\$ 8,199,615</b>	<b>\$ 12,625,254</b>

*The accompanying notes are an integral  
part of these financial statements*

**Woodstock Academy**  
**Statement of Cash Flows**  
**For the Years Ended June 30, 2020 and 2019**

	2020	2019
<b>Cash Flows from Operating Activities</b>		
Change in Net Assets	\$ 3,486,698	\$ 4,022,274
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation	1,260,996	1,164,092
(Gains)/Losses on Investments	(115,592)	(264,152)
(Gains)/Losses on Disposition of Assets	51,710	(1,000)
Contributions Receivable for Long-term Purposes	(47,943)	(2,378,633)
Decrease/(Increase) In:		
Accounts Receivable	(31,646)	(96,555)
Prepaid Expenses	45,310	56,228
Inventory	(8,170)	12,305
Deferred Interest	-	7,716
USDA Deposits and Reserves	(54,653)	(154,527)
Increase/(Decrease) in:		
Accounts Payable and Accrued Expenses	482,012	(283,095)
Prepaid Tuition	(1,748,262)	893,826
Student Deposits Payable	(59,962)	137,799
Student Activity Funds	(136,249)	81,198
Security Deposits	22,075	(2,900)
Net Cash Provided by Operating Activities	3,146,324	3,194,576
<b>Cash Flows from Investing Activities</b>		
Purchase of Property and Equipment	(3,709,483)	(1,559,978)
Proceeds From Sale of Property	148,746	1,000
Sale of Investments	2,540,801	100,472
Purchase of Investments	(1,756,119)	(886,177)
Net Cash (Used) by Investing Activities	(2,776,055)	(2,344,683)
<b>Cash Flows from Financing Activities</b>		
Principal Payments on Debt	(385,780)	(486,393)
Proceeds From Borrowings	-	478,899
Net Cash (Used) by Financing Activities	(385,780)	(7,494)
<b>Net Increase/(Decrease) in Cash</b>	(15,511)	842,399
<b>Cash and Cash Equivalents, Beginning</b>	2,867,388	2,024,989
<b>Cash and Cash Equivalents, Ending</b>	<u>\$ 2,851,877</u>	<u>\$ 2,867,388</u>
<b>Supplemental Information</b>		
Cash Paid for Interest	\$ 454,143	\$ 451,825

*The accompanying notes are an integral  
part of these financial statements*

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

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**Note 1 - Summary of Significant Accounting Policies**

**Organization and Nature of Activities**

The Woodstock Academy, Inc., founded in 1801, is organized as a nonprofit corporation and is an independent school which offers a high school education to students primarily from the Northeast Connecticut area and also to international students. Tuition and related fees are the primary source of revenue.

Woodstock Academy Foundation, Inc. is a nonprofit corporation founded in 2011 that provides goods, services or funds to organizations through grants for specific program needs, scholarships that are based on the merits of specific program expectations, funding of capital improvements, and endowments for specific new programs that are beyond the normal scope of the organization's operating objectives. Contributions are the primary source of revenue.

**Principles of Consolidation**

The consolidated financial statements include the accounts of The Woodstock Academy, Inc. and Woodstock Academy Foundation, Inc. after the elimination of inter-company transactions, hereafter collectively referred to as "the Academy."

**Basis of Presentation**

The financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Accordingly, the accounts of the Academy are reported in the following net asset categories:

*Net Assets Without Donor Restrictions* – Net assets available for use in general operations and not subject to donor (or certain grantor) restrictions. The governing board has designated, from net assets without donor restrictions, net assets for a board-designated endowment.

*Net Assets With Donor Restrictions* – Net assets subject to donor- (or certain grantor-) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

**Income Tax Structure**

The Academy is not a private foundation and has been granted tax-exempt status from federal income taxes under Section 501(c)(3) of the Internal Revenue code and accordingly does not provide a provision for income taxes on its related earnings.

The Academy regularly reviews and evaluates its tax positions taken in previously filed information returns and as reflected in its financial statements, with regard to issues affecting its tax-exempt status, unrelated business income, and related matters. It believes that in the event of an examination by taxing authorities, its positions would prevail based upon the technical merits of such positions. Therefore, the Academy has concluded that no tax benefits or liabilities are required to be recognized.

**Measure of Operations**

The Academy includes in its measure of operations all support and revenues that are an integral part of its programs and supporting activities. The measure of operations includes the investment return equal to the Academy's endowment spending policy and excludes investment returns in excess of the spending policy, permanently restricted contributions, income from investments designated for long-term investment by Board policy, and contributions for capital additions and related expenses, such as depreciation and interest.

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

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**Note 1 - Summary of Significant Accounting Policies (Cont'd)**

**Use of Estimates**

The process of preparing financial statements in conformity with generally accepted accounting principles requires the use of estimates and assumptions regarding certain types of assets, liabilities, revenues, and expenses. Such estimates primarily relate to unsettled transactions and events as of the date of the financial statements. Accordingly, upon settlement, actual results may differ from estimated amounts.

**Cash and Cash Equivalents**

For purposes of the Statement of Cash Flows, the Academy considers highly liquid investments with an original maturity of ninety days or less to be cash equivalents, except for cash and short-term investments held for long-term investment as part of the Academy's investment strategies. Occasionally the amount of cash on deposit may exceed federally insured amounts. The Academy has not experienced any losses on its accounts and believes the accounts are not exposed to any significant credit risk.

**Accounts Receivable**

The Academy uses the allowance method of accounting for bad debts. On a periodic basis, the Academy evaluates its accounts receivable and establishes an allowance for doubtful accounts, when deemed necessary, based on its history of past write-offs, collections and current credit conditions.

**Investment Valuation and Income Recognition**

Investments are reported at fair value (see Note 4 for a discussion of fair value measurements). Purchases and sales of securities are recorded on the trade date basis. Interest income is recorded on the accrual basis. Dividends are recorded on the ex-dividend date. Realized and unrealized gains include the Academy's gains and losses on investments bought and sold as well as held during the year.

**Property and Equipment**

Property and equipment is carried at cost, for assets prior to June 30, 1986, at estimated cost, or, if donated, at the estimated fair value at the date of donation. Property and equipment with a value over \$5,000 providing a benefit to the Academy greater than two years is capitalized. The Academy records depreciation using the straight-line method over an estimated useful life as follows:

Asset	Life
Buildings and Improvements	15 – 40 Years
Furniture, Fixtures and Equipment	5 – 10 Years
Vehicles	3 – 5 Years
Computer Equipment and Software	3 – 5 Years

**Compensated Absences**

Employees of the Academy are entitled to paid time off depending on job classification, length of service and other factors. The Academy has accrued for vested sick pay up to the employees' last anniversary date. Accrued sick and vacation pay amounted to \$172,100 and \$144,139 as of June 30, 2020 and 2019, respectively, and is reported in accrued expenses on the statement of financial position.

**Revenue Recognition**

The Academy recognizes tuition revenue based upon the contractual agreements with the sending towns. The towns pay tuition based upon the number of students from the previous or current year depending on the contractual agreement multiplied by the per student tuition rate. The Academy recognizes revenue for private pay students based upon the period for which the education is provided.

**Donated Services**

The Academy pays for most services requiring specific expertise. However, many individuals volunteer their time and perform a variety of tasks that assist the Academy. No amounts have been reflected in the financial statements for donated services in fiscal years 2020 or 2019.

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 1 - Summary of Significant Accounting Policies (Cont'd)**

**Contributions**

Unconditional contributions are recognized when pledged or received, as applicable, and are considered to be available for unrestricted use unless specifically restricted by the donor. Contributions receivable expected to be collected in more than one year are discounted to their present value. The Academy reports nongovernmental contributions and grants of cash and other assets as support with donor restrictions if they are received with donor stipulations that limit their use. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and are reported in the statement of activities as net assets released from restrictions. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

**Functional Expense Allocation**

Expenses are charged directly to program services, development and fundraising, and management and general based on specific identification to the extent practicable. Expenses related to more than one function are allocated. Allocated costs may include occupancy costs, which are allocated based on square footages, and may include personnel costs, which are allocated based on estimates of time and effort. Management and general expenses include those expenses that are not directly identifiable with a specific function, but provide for the overall support and direction of the Academy.

**Advertising Costs**

The Academy expenses advertising costs as incurred.

**Subsequent Events**

Subsequent events have been evaluated through October 30, 2020, the date through which the financial statement were available to be issued. Management believes there are no subsequent events requiring disclosure or recognition in the financial statements.

**New Accounting Pronouncements**

ASU 2018-08, Not-for-Profit Entities (Topic 958) – *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The main provisions include that a resource provider (including a foundation, a government agency, or other) is not synonymous with the general public. A benefit received by the public as a result of the assets transferred is not equivalent to commensurate value received by the resource provider. Execution of a resource provider's mission or the positive sentiment from acting as a donor does not constitute commensurate value received by a resource provider for purposes of determining whether a transfer of assets is a contribution or an exchange. The ASU has been applied on a modified prospective basis for the year ended June 30, 2020 and does not have a material impact on the years presented.

**Note 2 – Property and Equipment**

A summary of property and equipment as of June 30, 2020 and 2019 is as follows:

	2020	2019
Land	\$ 4,012,257	\$ 4,076,057
Assets in Progress	389,494	792,951
Buildings and Improvements	37,816,765	34,851,441
Furniture, Fixtures and Equipment	2,806,304	2,559,412
Vehicles	314,655	299,359
Rental Property	241,106	338,711
Total Property and Equipment	45,580,581	42,917,931
Less Accumulated Depreciation	(19,656,308)	(19,241,689)
Property and Equipment, Net	<u>\$ 25,924,273</u>	<u>\$ 23,676,242</u>

Depreciation expense for the year ended June 30, 2020 and 2019 was \$1,260,996 and \$1,164,092, respectively. Assets in progress relates to center for the arts improvements and facilities improvements.

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 3 – USDA Deposits and Reserves**

As part of the USDA mortgage notes, the Academy must fund a reserve account with minimum monthly deposits of \$5,893 until the reserve account reaches \$707,098, at which time deposits may be suspended, except to replace withdrawals. With prior approval, funds may be used for payments on the mortgage, repairing or replacing damage to the facility that has been caused by catastrophe, or making extensions and improvements to the facility. The account balance as of June 30, 2020 and 2019 was \$257,912 and \$203,259 respectively.

The Academy has provided the Town of Woodstock a deposit in lieu of a bond for the construction related to the athletic field additions. This deposit balance as of June 30, 2020 and 2019 was \$6,013.

**Note 4 – Investments**

Investments stated at fair market value as of June 30, 2020 and 2019 were as follows:

	2020	2019
Cash and Cash Equivalents	\$ 731,341	\$ 280,408
Certificates of Deposit	102,102	1,387,601
U.S. Treasuries	482,599	126,367
Equities and Equity ETFs	2,419,946	1,068,327
Corporate Bonds	380,353	357,113
Bond ETFs	1,238,915	204,646
Municipal Bonds	179,370	-
Equity Mutual Funds	-	1,799,071
Bond Mutual Funds	-	980,183
	<u>\$ 5,534,626</u>	<u>\$ 6,203,716</u>

The following is a schedule of investment return and its classification in the statement of activities for the year ended June 30, 2020:

	Without Donor Restrictions	With Donor Restrictions	2020 Total
Interest and Dividends	\$ 35,399	\$ 55,232	\$ 90,631
Net Realized and Unrealized Gain/(Loss)	94,441	21,151	115,592
Investment Fees	(9,950)	(17,400)	(27,350)
Total Return on Investments	<u>119,890</u>	<u>58,983</u>	<u>178,873</u>
Classification			
Operating Investment Return	50	51,286	51,336
Non-Operating Investment Return	119,840	7,697	127,537
Total Return on Investments	<u>\$ 119,890</u>	<u>\$ 58,983</u>	<u>\$ 178,873</u>

The following is a schedule of investment return and its classification in the statement of activities for the year ended June 30, 2019:

	Without Donor Restrictions	With Donor Restrictions	2019 Total
Interest and Dividends	\$ 44,167	\$ 55,195	\$ 99,362
Net Unrealized Gain/(Loss)	80,682	183,470	264,152
Investment Fees	(762)	(8,716)	(9,478)
Total Return on Investments	<u>124,087</u>	<u>229,949</u>	<u>354,036</u>
Classification			
Operating Investment Return	575	83,603	84,178
Non-Operating Investment Return	123,512	146,346	269,858
Total Return on Investments	<u>\$ 124,087</u>	<u>\$ 229,949</u>	<u>\$ 354,036</u>

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

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**Note 5 – Fair Value of Financial Instruments**

Generally accepted accounting principles establish a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described below:

*Level 1* - Inputs to the valuation methodology are unadjusted quoted prices for identical assets in active markets that the Academy has the ability to access.

*Level 2* - Inputs to the valuation methodology include:

- Quoted prices for similar assets in active markets;
- Quoted prices for identical or similar assets in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability; and Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset.

*Level 3* - Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. When, as a practical expedient, an investment is measured at fair value on the basis of net asset value, its classification as Level 2 or 3 will be impacted by the ability to redeem the investment at net asset value at the measurement date. If there is uncertainty or the inability to redeem an investment at net asset value in the near term subsequent to the measurement date, the investment is categorized as Level 3.

In general, management relies on the third-party investment managers to provide valuations on a monthly basis. Management verifies these valuations in a number of ways including, but not limited to, assessing the valuation methodologies used by each manager and reviewing the footnotes related to valuation in audited financial statements. The following is a description of the valuation methodologies used for investments measured at fair value:

*Cash, Cash Equivalents, and CDs* – Cash, cash equivalents, and certificates of deposit (CDs) are valued as cash.

*Equities and ETFs* – Equities and ETFs are valued at the closing price reported in the active market in which the individual securities are traded.

*Corporate, Municipal, U.S. Treasury Bonds* – Bonds are valued at the fair market value provided by third-party investment fund managers.

*Equity and Bond Funds* – Equity and bond funds are valued at the quoted net asset value per share (NAV) provided by third-party investment fund managers.

The Academy's other financial instruments include cash, receivables, prepaid expenses, accounts payable, accrued expenses, and debt. The carrying amounts reported in the statements of financial position for these financial instruments approximate their fair value due to their short-term nature.

There have been no changes in the methodologies used at June 30, 2020 and 2019.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Academy believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 5 – Fair Value of Financial Instruments (Cont'd)**

The following is a summary of the fair value measurements of financial instruments by class that are measured at fair value on a recurring basis as of June 30, 2020 and 2019:

	Total 6/30/20	Fair Value Measurements at Reporting Date Using			Assets Valued at NAV (a)
		Level 1	Level 2	Level 3	
Cash and Cash Equivalents	\$ 731,341	\$ 731,341	\$ -	\$ -	\$ -
Certificates of Deposit	102,102	-	102,102	-	-
U.S. Treasuries	482,599	482,599	-	-	-
Equities and Equity ETFs	2,419,946	2,419,946	-	-	-
Corporate Bonds	380,353	380,353	-	-	-
Bond ETFs	1,238,915	1,238,915	-	-	-
Municipal Bonds	179,370	-	179,370	-	-
	<u>\$ 5,534,626</u>	<u>\$ 5,253,154</u>	<u>\$ 281,472</u>	<u>\$ -</u>	<u>\$ -</u>

	Total 6/30/19	Fair Value Measurements at Reporting Date Using			Assets Valued at NAV (a)
		Level 1	Level 2	Level 3	
Cash and Cash Equivalents	\$ 280,408	\$ 280,408	\$ -	\$ -	\$ -
Certificates of Deposit	1,387,601	-	1,387,601	-	-
U.S. Treasuries	126,367	126,367	-	-	-
Equities and Equity ETFs	1,068,327	1,068,327	-	-	-
Corporate Bonds	357,113	357,113	-	-	-
Bond ETFs	204,646	204,646	-	-	-
Equity Mutual Funds	1,799,071	-	-	-	1,799,071
Bond Mutual Funds	980,183	-	-	-	980,183
	<u>\$ 6,203,716</u>	<u>\$ 2,036,861</u>	<u>\$ 1,387,601</u>	<u>\$ -</u>	<u>\$ 2,779,254</u>

(a) Investments that are measured at fair value using the net asset value per share (or its equivalent) as a practical expedient have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statement of financial position.

The Academy invests in the following investments that are reported at net asset value. Investments reported at net asset value are excluded from the fair value hierarchy and are as follows as of June 30, 2019:

	2019 Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Equity Funds	\$ 1,799,071	\$ -	last business day of month	5 days
Bond Funds	980,183	-	last business day of month	5 days
	<u>\$ 2,779,254</u>	<u>\$ -</u>		

**Note 6 – Contributions Receivable**

Contributions receivable include the following unconditional promises to give. Contributions receivable in more than one year are discounted to present value at a rate of 2.56% for the years ended June 30, 2020 and 2019.

	2020	2019
Receivable in Less than One Year	\$ 1,000,000	\$ 500,000
Receivable in One to Five Years	1,500,000	2,000,000
Receivable in More than Five Years	-	-
Total Contributions Receivable	2,500,000	2,500,000
Less Discounts to Net Present Value	(73,424)	(121,367)
Net Contributions Receivable	<u>\$ 2,426,576</u>	<u>\$ 2,378,633</u>

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

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**Note 7 – Endowment**

The Academy has several donor restricted endowment funds. As required by generally accepted accounting principles, net assets associated with endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

*Interpretation of Relevant Law* - The Board of Trustees of the Academy has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Academy classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in net assets with donor restrictions that are permanent in nature is classified as net assets with donor restrictions that are temporary in nature until those amounts are appropriated for expenditure by the organization in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, the Academy considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- The duration and preservation of the fund;
- The purposes of the organization and the donor-restricted endowment fund;
- General economic conditions;
- The possible effect of inflation and deflation;
- The expected total return from income and the appreciation of investments;
- Other resources of the organization; and
- The investment policies of the organization

*Funds with Deficiencies* - From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Academy to retain as a fund of perpetual duration. In accordance with GAAP, deficiencies of this nature that are reported in net assets with donor restrictions. There were no funds with deficiencies as of June 30, 2020 and 2019.

*Return Objectives and Risk Parameters* - The Academy has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the organization must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under this policy, as approved by the Board of Trustees, the endowment assets are invested using a diversified asset allocation strategy to avoid incurring a concentration of risk inherent in overinvesting in specific instruments, individual financial institutions or maturities.

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

*Spending Policy and How the Investment Objectives Relate to Spending Policy* - As approved by the Board of Trustees, the Academy has a policy of appropriating for distribution each year up to 5% of the average of the prior three years of the fund's total worth as determined by the earnings, dividends, interest and growth as of March 31<sup>st</sup>. This policy is subject to change and the Academy may not appropriate up to 5% in a given fiscal year.

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 7 – Endowment (Cont'd)**

The composition of the Academy's endowment funds at June 30, 2020 and 2019 were as follows:

	Without Donor Restrictions	With Donor Restrictions	2020 Total
Donor-Restricted Endowment Funds	\$ -	\$ 5,903,250	\$ 5,903,250
Board-Designated Endowment Funds	288,179	-	288,179
Total	<u>\$ 288,179</u>	<u>\$ 5,903,250</u>	<u>\$ 6,191,429</u>

	Unrestricted	Temporarily Restricted	2019 Total
Donor-Restricted Endowment Funds	\$ -	\$ 5,792,702	\$ 5,792,702
Board-Designated Endowment Funds	270,574	-	270,574
Total	<u>\$ 270,574</u>	<u>\$ 5,792,702</u>	<u>\$ 6,063,276</u>

The changes in endowment net assets for the years ended June 30, 2019 and 2020 were as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment Net Assets, 7/1/2018	\$ 205,821	\$ 3,259,381	\$ 3,465,202
Contributions and Designations	47,987	2,389,312	2,437,299
Investment Return			
Investment Income	4,419	55,195	59,614
Net Appreciation/(Depreciation)	12,922	172,417	185,339
Total Investment Return	17,341	227,612	244,953
Amounts Appropriated for Expenditure	(575)	(83,603)	(84,178)
Endowment Net Assets, 6/30/2019	<u>\$ 270,574</u>	<u>\$ 5,792,702</u>	<u>\$ 6,063,276</u>

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment Net Assets, 7/1/2019	\$ 270,574	\$ 5,792,702	\$ 6,063,276
Reclassifications	12,750	5,579	18,329
Contributions and Designations	-	89,317	89,317
Investment Return			
Investment Income	4,593	54,675	59,268
Net Appreciation/(Depreciation)	312	3,713	4,025
Total Investment Return	4,905	58,388	63,293
Amounts Appropriated for Expenditure	(50)	(42,736)	(42,786)
Endowment Net Assets, 6/30/2020	<u>\$ 288,179</u>	<u>\$ 5,903,250</u>	<u>\$ 6,191,429</u>

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 8 – Debt**

As of June 30, 2020 and 2019 the following debts were outstanding:

	Current	Long-Term	2020 Total	2019 Total
\$9,000,000 mortgage payable to USDA dated June 15, 2017. Monthly payments of principal and interest of \$29,070 over 40 years, with an interest rate of 2.375%. Secured, matures July 2057.	\$ 182,766	\$ 8,433,366	\$ 8,616,132	\$ 8,723,580
\$5,800,000 mortgage payable to USDA dated June 15, 2017. Monthly payments of principal and interest of \$18,734 over 40 years, with an interest rate of 2.375%. Secured, matures July 2057.	117,783	5,434,835	5,552,618	5,621,863
\$725,000 mortgage payable to Robert and Martha Beckwith, dated August 21, 2014. Monthly payments of principal and interest of \$5,454 over 15 years, with interest rate adjusting at two five year intervals at prime plus 1%. Currently at 4.25% until August 2019. Secured, matures August 2029.	41,260	458,766	500,026	539,523
\$786,000 note payable to Town of Woodstock, dated June 2014. Annual fixed principal payment of \$19,650 plus interest at 2.75% for 40 years, matures June 2053.	19,650	628,800	648,450	668,100
\$2,500,000 mortgage payable to USDA, dated November 20, 2012 (Loan Resolution Security Agreement effective date). Monthly payments of principal and interest of \$9,150, interest at 3.125%, payable over 40 years. Secured, matures January 2053.	46,764	2,204,709	2,251,473	2,281,689
	<u>\$ 408,223</u>	<u>\$ 17,160,476</u>	<u>\$ 17,568,699</u>	<u>\$ 17,834,755</u>

Future minimum principal payments for the years ended June 30, 2020 and 2019 are as follows:

Years Ending	2020 Amount	2019 Amount
2020		\$ 337,455
2021	\$ 408,223	346,224
2022	352,045	355,218
2023	362,269	364,539
2024	372,839	374,097
2025	383,812	
Thereafter	15,689,511	16,057,222
	<u>\$ 17,568,699</u>	<u>\$ 17,834,755</u>

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 9 – Capital Lease**

	Current	Long-Term	2020 Total	2019 Total
\$478,899 lease payable to Apple, Inc., dated March 2019, 0% interest, 16 quarterly payments of \$29,931. Expires July 2023. Equipment purchase option at end of lease is \$1.				
	\$ 119,724	\$ 209,520	\$ 329,244	\$ 448,969
	<u>\$ 119,724</u>	<u>\$ 209,520</u>	<u>\$ 329,244</u>	<u>\$ 448,969</u>

Future minimum lease payments together with the present value of the net minimum payment are as follows:

Years Ending June 30,	2020	2019
2020		\$ 119,725
2021	\$ 119,725	119,725
2022	119,725	119,725
2023	89,794	89,794
2024	-	-
2025	-	-
Thereafter	-	-
Total Minimum Payments	329,244	448,969
Less Amount Representing Interest	-	-
Present Value of Net Minimum Payments	<u>\$ 329,244</u>	<u>\$ 448,969</u>

**Note 10 – Operating Leases**

The Academy leases office equipment under various lease agreements that expire in 2019. The following is a schedule of future minimum payments required under operating leases for the years ended June 30, 2020 and 2019:

Years Ending June 30,	2020	2019
2020		\$ 84,756
2021	\$ 84,756	84,756
2022	-	-
2023	-	-
2024	-	-
2025	-	-
Thereafter	-	-
	<u>\$ 84,756</u>	<u>\$ 169,512</u>

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 11 – Net Assets**

Net assets without donor restrictions include original board-designated quasi-endowment fund principal and cumulative investment returns on those funds that have not met the specific requirements of the Board. A listing of board-designated net assets without donor restrictions by specific purposes as of June 30, 2020 and 2019 is as follows:

	Board-Designated Endowment	Investments	2020 Total
Other Funds	\$ 288,179	\$ 30,902	\$ 319,081
	<u>\$ 288,179</u>	<u>\$ 30,902</u>	<u>\$ 319,081</u>

	Board-Designated Endowment	Investments	2019 Total
Scholarships and Gifts	\$ -	\$ 27,995	\$ 27,995
Other Funds	270,574	16,840	287,414
	<u>\$ 270,574</u>	<u>\$ 44,835</u>	<u>\$ 315,409</u>

Net assets with donor restrictions include donor-restricted contributions that are temporary in nature, which represent the unspent cumulative investment return of the permanently restricted endowment funds that donors have designated for specific purposes and unspent donor-restricted contributions. Net assets with donor restrictions also include donor-restricted contributions that are permanent in nature, which represent the original principal of donor-restricted contributions designed for investing in perpetuity. The following is a schedule of net assets with donor restrictions that are temporary in nature, by purpose restriction, as of June 30, 2020 and 2019:

	Temporary in Nature				
	Permanent Endowment Funds	Cumulative Endowment Gains	Other Investment Gains	Donor Contributions	2020 Total
Scholarships and Gifts	\$ 398,906	\$ 748,676	\$ 2,097	\$ 4,095	\$ 1,153,774
Other Funds	1,146,567	1,182,525	8,251	-	2,337,343
Specific Activities	-	-	-	448,878	448,878
Center for the Arts	2,426,576	-	-	-	2,426,576
	<u>\$ 3,972,049</u>	<u>\$ 1,931,201</u>	<u>\$ 10,348</u>	<u>\$ 452,973</u>	<u>\$ 6,366,571</u>

	Temporary in Nature				
	Permanent Endowment Funds	Cumulative Endowment Gains	Other Investment Gains	Donor Contributions	2019 Total
Scholarships and Gifts	\$ 1,054,318	\$ 1,073,217	\$ 12,159	\$ 4,095	\$ 2,143,789
Other Funds	437,498	849,035	2,381	-	1,288,914
Specific Activities	-	-	-	202,331	202,331
Center for the Arts	2,378,633	-	-	2,185,948	4,564,581
	<u>\$ 3,870,449</u>	<u>\$ 1,922,252</u>	<u>\$ 14,540</u>	<u>\$ 2,392,374</u>	<u>\$ 8,199,615</u>

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

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**Note 11 – Net Assets (Cont'd)**

Net assets were released from restrictions based on the satisfaction of donor-imposed stipulations. The following is a schedule of net assets released from restrictions by purpose for the years ended June 30, 2020 and 2019:

	2020	2019
Scholarships and Gifts	\$ 43,236	\$ 83,603
Specific Activities	103,402	332,925
Center for the Arts	2,185,949	314,052
	<u>\$ 2,332,587</u>	<u>\$ 730,580</u>

**Note 12 – Collective Bargaining Agreements**

The Academy's educators (approximately 62% of all employees) are covered by a collective bargaining agreement with Woodstock Academy Education Association which expires on June 30, 2022.

The Academy's custodial employees (approximately 6% of all employees) are covered by a collective bargaining agreement with AFSCME Local1303, which expires on September 30, 2021.

**Note 13 – Employee Retirement Benefits**

The Academy sponsors a 401(k) plan for all eligible employees not covered by a union collective bargaining agreement. The Academy contributes 6% of the eligible employees' compensation to the plan. The expenses for the years ended June 30, 2020 and 2019 were \$75,854 and \$57,901, respectively.

**Note 14 – Self Funding**

The Academy has elected to self-fund all of its state unemployment compensation claims. In the event a former employee is entitled to state unemployment compensation, the Academy will be directly liable for payment of all claims. The expense recorded for the years ended June 30, 2020 and 2019 was \$93,534 and \$32,785, respectively. The amount of potential claims as of June 30, 2020 and 2019 has been estimated to be \$26,710 and \$-0-, respectively; for which a liability has been recorded.

The Academy also self-funds a portion of its medical insurance coverage with an aggregate cap and stop-loss provision. The Academy's recorded an estimated liability for claims that have not been processed as of June 30, 2020 and 2019 is \$525 and \$-0-, respectively.

**Note 15 – Related Party Transactions**

The Academy has a seller-financed mortgage from a board member for the purchase of a parcel of land. The balance due as of June 30, 2020 and 2019 was \$500,026 and \$539,523, respectively.

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

**Note 16 – Functional Expenses**

The following is a schedule of the Academy's functional expenses for the years ended June 30, 2020 and 2019:

	Program Services	Supporting Services		
	Education and Student Activities	Fundraising	General and Administrative	2020 Total
Salaries and Benefits	\$ 11,353,533	\$ 300,756	\$ 2,077,651	\$ 13,731,940
Programmatic Costs	4,370,428	29,190	466,142	4,865,760
Awards	71,812	-	-	71,812
Depreciation	1,207,034	-	53,962	1,260,996
Interest Expense	454,143	-	-	454,143
	<u>\$ 17,456,950</u>	<u>\$ 329,946</u>	<u>\$ 2,597,755</u>	<u>\$ 20,384,651</u>

	Program Services	Supporting Services		
	Education and Student Activities	Fundraising	General and Administrative	2019 Total
Salaries and Benefits	\$ 11,837,420	\$ 296,179	\$ 2,087,855	\$ 14,221,454
Programmatic Costs	5,054,173	62,568	629,102	5,745,843
Awards	93,728	-	-	93,728
Depreciation	1,091,918	-	72,174	1,164,092
Interest Expense	451,825	-	-	451,825
	<u>\$ 18,529,064</u>	<u>\$ 358,747</u>	<u>\$ 2,789,131</u>	<u>\$ 21,676,942</u>

**Note 17 – Student Activity Funds**

Student activities that generate their own revenue are considered agency funds. The Academy holds student activity funds in trust for the benefit of the funds' owners, but generally does not dictate the uses for these funds. These funds are not considered assets of the Academy and are recorded as a liability on the statement of financial position.

**Woodstock Academy**  
**Notes to the Consolidated Financial Statements**  
**As of and For the Years Ended June 30, 2020 and 2019**

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**Note 18 – Concentrations, Contingencies, Risks, and Uncertainties**

Currently the Academy receives its tuition from six area towns and from a select number of private paying students. The tuition received from one of the towns represents approximately 31% of total tuition received. The contract with that town expires in June 2021.

The Academy provides sick days to the employees; which, if they are not used, will accumulate to certain maximums. An employee must be sick in order to receive pay for the sick days, or, if an employee has reached their maximum sick days, they will receive remuneration for the excess days. In addition, when an employee reaches certain years of service, the employee becomes vested in the sick day remuneration. The financial statements of the Academy reflect the liability for the vested obligations only. The liability as of June 30, 2020 and 2019 was \$172,100 and \$144,139, respectively.

In March 2020, COVID-19 was declared a global pandemic. It is currently affecting business continuity, including supply chains and consumer demand across a broad range of industries and countries. The pandemic has already severely impacted the global economy and will continue to, likely for months to come, as governments and their citizens take significant and unprecedented measures to mitigate the consequences of the pandemic. Management is carefully monitoring the situation and evaluating its options during this time. No adjustments have been made to these financial statements as a result of this uncertainty, and an estimate of the related future financial impact can't be made at this time.

**Note 19 – Payroll Protection Program Loan**

Note payable to Hometown Bank (Lender) in the aggregate amount of \$2,320,900, pursuant to the Paycheck Protection Program (the "PPP") under Division A, Title I of the CARES Act, which was enacted in March 2020. The loan matures in April 2022 and bears interest at a rate of 1% per annum. The note may be prepaid at any time prior to maturity with no prepayment penalties. Funds from the loan may only be used for payroll costs, costs used to continue group health care benefits, mortgage payments, rent, utilities, and interest on other debt obligations incurred before February 15, 2020. Under the terms of the PPP the loan can be forgiven if the loan proceeds are used for qualifying expenses, as described in the CARES Act. The Academy has used the entire loan amount for what management believes are qualifying expenses. Under current program guidelines, as long as the Academy submits its loan forgiveness application within ten months of the completion of the Covered Period, the Academy is not required to make any payments until the forgiveness amount is remitted to the Lender by SBA. If the loan is fully forgiven, the Academy is not responsible for any payments (less any EIDL advance). If only a portion of the loan is forgiven, or if the forgiveness application is denied, any remaining balance due on the loan must be repaid by the Academy on or before the maturity date of the loan. Changes to the PPP loan forgiveness application process have been proposed and subsequent legislation may change the forgiveness process outlined above. The Academy expects to meet the PPP's eligibility criteria and concluded that the PPP loan represents, in substance, a government grant (conditional contribution) and has recognized the full \$2,320,900 as support in the statement of activities.

**Note 20 – Availability and Liquidity**

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the balance sheet date, are as follows:

Cash and Cash Equivalents	\$ 2,851,877
Investments	1,677,476
Accounts Receivable	135,945
Contributions Receivable	1,000,000
Total Financial Assets	<u>5,665,298</u>
Less Donor-Restricted Financial Assets Included Above	<u>(1,452,973)</u>
Total Financial Assets Available for General Expenditures	<u>\$ 4,212,325</u>

Management regularly monitor liquidity required to meet its operational needs. Management also forecasts future cash flows, attempts to budget annual revenue to cover general expenditures, and conducts capital campaigns or seeks specific grant assistance for major capital projects. Future distributions from certain endowment funds are also available for general expenditures once appropriated.



CERTIFIED PUBLIC ACCOUNTANTS

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**Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards***

*Independent Auditor's Report*

Board of Trustees  
Woodstock Academy

We have audited in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the consolidated financial statements of Woodstock Academy, which comprise the consolidated statement of financial position as of June 30, 2020, and the related consolidated statements of activities and cash flows for the year then ended, and the related notes to the consolidated financial statements and have issued our report thereon dated October 30, 2020.

**Internal Control over Financial Reporting**

In planning and performing our audit of the consolidated financial statements, we considered Woodstock Academy's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of Woodstock Academy's internal control. Accordingly, we do not express an opinion on the effectiveness of Woodstock Academy's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Woodstock Academy's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

We noted certain matters that we have reported to management of The Woodstock Academy in a separate letter dated October 30, 2020.

### Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink, appearing to read "Maletta & Company", with a stylized flourish at the end.

Maletta & Company  
Certified Public Accountants

Bristol, Connecticut  
October 30, 2020

October 30, 2020

Board of Trustees  
Woodstock Academy  
Woodstock, Connecticut

In planning and performing our audit of the consolidated financial statements of Woodstock Academy (the Academy) as of and for the year ended June 30, 2020, in accordance with auditing standards generally accepted in the United States of America, we considered the Academy's internal control over financial reporting (internal control) as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Academy's internal control. Accordingly, we do not express an opinion on the effectiveness of the Academy's internal control.

However, during our audit, we became aware of several matters that are opportunities for strengthening internal controls and operating efficiency. This letter does not affect our report dated October 30, 2020, on the financial statements of the Academy.

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with management, and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations. Our comments are summarized as follows:

#### **Paperless Documentation**

Paperless document retention and internal control processing continue to improve and become more affordable for small to mid-sized operations. Upon the completion of all accounting system design and software upgrades noted, consideration should be given to reviewing documentation flow and retention software that would include the complete purchase request, approval, invoice internal control processing and approval, check production and signing, in addition to paperless document retention.

For the Academy, the Purchase Order Request form has been upgraded to be a "fillable" electronic document, accessible through teacher/staff iPad Pros and any laptop device. All approvals are to be done solely by the Head of School. A Fall of 2020 Board Policy has been approved to allow a single signature by the Head of School on purchases of \$3,000 or less (greater than \$3,000 will still require two signatures). All checks, regardless of amount, will still be reviewed by the Board Treasurer during normal check runs.

For the Foundation, all accounting is now active on AccuFund. In addition, all documents pertaining to Endowments and non-endowments have, and will be, scanned in and reside in AccuFund, for quick retrieval.

#### **Gift Acceptance Policy**

We recommend that the Academy create a gift acceptance policy that addresses the requirements and procedures necessary to accept certain types of gifts, such as large and non-standard cash and non-cash donations, and donations with donor-restrictions that are both temporary and permanent in nature, including endowment funds. The policy should also specifically address the establishment of new donor-restricted funds including minimum funding thresholds, how the funds will be used, and the ability for management to comply with the donor's restriction(s).

The Foundation will be developing a gift acceptance policy that addresses all the above items. The timeline for this to be fully approved by the Board is June 30, 2021.

#### **Unemployment Compensation**

Woodstock Academy currently elects to self-fund the unemployment compensation liability with the State of Connecticut Department of Labor. This option is available to certain tax-exempt organizations and remains popular with entities that have a stable labor force. An additional option for self-funding is available from UST trust, this is an unemployment trust that 501(c)(3) organizations like Woodstock Academy can elect to participate in. A trust is created for Woodstock Academy that maintains funds for the unemployment compensation payments, the trustee, for a small management fee, maintains the trust, examines the payroll, determines potential liability, calculates the payments into the trust, handles the payments out of the trust and provides

secured fixed interest investments for the funds on hand. Many of these aspects are similar to the State of Connecticut funding option except once a determined balance is created in the trust, funding is suspended and the trust continues to monitor any increase in potential liability. The trust is secure and the balance is maintained on the books and records of the Academy, therefore the Academy gets the self-funding cost benefit with the funded management to eliminate unforeseen liabilities.

This is being investigated by the Associate Head of School for Finance and Operations and the Director of Human Resources. This will be a new monthly cost added to operating budget, but this is being explored and cost benefits will be evaluated and shared with the Finance Committee.

### **Accounting Procedure Manual**

In concert with accounting system design and software completion would be the completion of an accounting system manual with documentation for accounting and financial reporting functions at all Woodstock Academy operations. The manual should include but not be limited to:

- Budgeting
- Tuition billing
- Cash Receipts
- Purchasing including procurement
- Invoice processing
- Cash Disbursements
- Payroll
- General Ledger
- General Journal
- Financial Reporting
- Cash Management

The Business Office recognizes the importance of documenting all of the duties performed by individuals, seeing that very few tasks overlap between multiple people.

The creation of this manual, which is in its infancy stage, will be an ongoing project for the Assistant to the Head of School.

### **Student Activity Funds**

Woodstock Academy Student Activities Fund accounting system design and software still reside in Quicken. The Student Activities Funds should be converted to the new AccuFund accounting system design and software as a separate database, to improve internal controls and financial reporting.

This will be considered and discussed between the Comptroller and the auditors for selecting the best course of action.

This communication is intended solely for the information and use of management and others within the Academy, and is not intended to be, and should not be, used by anyone other than these specified parties.

Maletta & Company  
Certified Public Accountants