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Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission

THE WINSOR SCHOOL IS DEDICATED TO DEVELOPING THE INDIVIDUAL TALENTS OF ACADEMICALLY PROMISING AND MOTIVATED GIRLS IN GRADES FIVE THROUGH TWELVE ITS RIGOROUS ACADEMIC CURRICULUM IS COMPLEMENTED BY STRONG OFFERINGS IN THE ARTS AND PHYSICAL EDUCATION THE SCHOOL HELPS STUDENTS BUILD A FOUNDATION OF SKILLS AND KNOWLEDGE TO SERVE AS A LIFELONG BASE FOR INDEPENDENT THINKING, PROBLEM SOLVING, CREATIVITY, AND WISE DECISION-MAKING WINSOR STUDENTS ARE EXPECTED TO PURSUE ACADEMIC AND PERSONAL EXCELLENCE AND TO SHOW CONCERN AND RESPECT FOR OTHERS, FOR THE COMMUNITY OF THE SCHOOL, AND FOR THE WORLD IN WHICH THEY LIVE THEY ARE ENCOURAGED BY A DEDICATED AND CARING FACULTY TO DEVELOP CONFIDENCE IN ALL AREAS OF STUDY, TO EXPRESS THEMSELVES EFFECTIVELY, TO BECOME LEADERS, AND TO FACE CHALLENGES WITH COURAGE AND INTEGRITY COMMITTED TO DIVERSITY IN ITS STUDENT BODY AND FACULTY AND TO AN INCLUSIVE CURRICULUM, THE SCHOOL FOSTERS AN APPRECIATION OF INDIVIDUAL AND CULTURAL DIFFERENCES

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

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

4a	(Code) (Expenses \$ 14,110,222 including grants of \$	(Revenue \$ 17,344,785)
	THE WINSOR SCHOOL OFFERS A RICH AND CHALLENGING CURRICULUM TO ACADEMICALLY MOTIVATED GIRLS IN GRADES 5-12 WINSOR DEFINES CURRICULUM AS THE TOTAL CLASSROOM LEARNING EXPERIENCE FOR ALL STUDENTS' OUR CURRICULAR PHILOSOPHY IS BASED ON OUR UNDERSTANDINGS ABOUT STUDENT LEARNING, THE PEDAGOGIES WE PRACTICE IN RESPONSE TO THESE UNDERSTANDINGS, THE WAYS WE ASSESS LEARNING, AND THE QUALITIES OF CHARACTER WE ENCOURAGE OUR STUDENTS TO DEVELOP - AS WELL AS THE SKILLS AND CONTENT MORE COMMONLY ASSOCIATED WITH "CURRICULUM " OUR CURRICULUM IS A DESIGNED CONTINUUM OF DEVELOPMENTALLY APPROPRIATE LEARNING EXPERIENCES ACROSS DEPARTMENTS' WINSOR FACULTY KNOWS AND UNDERSTANDS THE CURRICULUM AND TAKES RESPONSIBILITY FOR TEACHING IT THE FOLLOWING FOUR PRINCIPLES ESTABLISH A BASIS FOR THE DESIGN OF THE WINSOR SCHOOL'S CURRICULUM FOR THE EARLY 21ST CENTURY CONNECTED CURRICULUMTHE WINSOR SCHOOL BELIEVES THAT STUDENTS LEARN BEST WHEN THEIR IDEAS, SKILLS, AND EXPERIENCES ARE REINFORCED ACROSS THE DISCIPLINES AND THROUGH THE GRADE LEVELS IN A CONNECTED CURRICULUM TEACHERS PLAN COURSES THAT ESTABLISH CONNECTIONS FOR STUDENTS BETWEEN SUBJECTS AND TO THEIR OWN EXPERIENCE, THESE COURSES BUILD ON STUDENTS' PRIOR LEARNING AND SET THE GROUNDWORK FOR THEIR FUTURE LEARNING TEACHERS AT EACH GRADE LEVEL KNOW ONE ANOTHER'S CURRICULUM AND INCORPORATE CONTENT AND SKILL CONNECTIONS BETWEEN DISCIPLINES WHEN POSSIBLE CONNECTED TEACHING AND LEARNING ARE INTEGRATED INTO A STUDENT'S ENTIRE WINSOR EXPERIENCE A CONNECTED CURRICULUM MAY INCLUDE GRADE LEVEL WORK AROUND THEMES, TEACHING THAT ADDRESSES SHARED ESSENTIAL QUESTIONS, OR INTERDISCIPLINARY TEACHING, WHICH WE DEFINE AS A DESIGNED CONNECTION BETWEEN THEMES AND TOPICS IN MORE THAN ONE SUBJECT IN THE SAME YEAR SKILLSTHE WINSOR SCHOOL BELIEVES THAT SKILLS - THE LEARNED PROCESSES AND STRATEGIES NEEDED TO ACCOMPLISH A TASK - ARE AN ESSENTIAL PART OF OUR CONNECTED CURRICULUM AND SHOULD BE TAUGHT EXPLICITLY SKILLS ARE INTEGRATED INTO THE CURRICULUM IN A SPIRALING MODEL, WHERE THEY ADVANCE SEQUENTIALLY IN A COORDINATED FASHION ACROSS DEPARTMENTS FROM YEAR TO YEAR STUDENTS DEMONSTRATE THEIR SKILL COMPETENCIES AT DEVELOPMENTALLY APPROPRIATE POINTS THROUGHOUT THE EIGHT-YEAR PROGRAM OUR UNDERSTANDINGS OF HOW STUDENTS LEARN, INCLUDING RESEARCH ON LEARNING STYLES, MANDATE THAT TEACHERS IN EVERY COURSE OFFER STUDENTS SEVERAL WAYS TO UNDERSTAND, ACQUIRE, AND ORGANIZE NEW KNOWLEDGE USING SKILLS IN MULTIPLE DISCIPLINES REINFORCES STUDENTS' PRIOR LEARNING AND ALLOWS THEM TO ACCESS AND EXPRESS THEIR OWN UNDERSTANDING TEACHERS DEMONSTRATE, TEACH AND ASSESS SKILLS THE SKILLS THAT STUDENTS ACQUIRE AT WINSOR SERVE AS TOOLS FOR LIFE-LONG LEARNING PREPARATION FOR RESPONSIBLE PARTICIPATION IN THE GLOBAL COMMUNITYTHE WINSOR SCHOOL BELIEVES THAT A CRITICAL ASPECT OF ACADEMIC EXCELLENCE IS PREPARATION FOR RESPONSIBLE PARTICIPATION IN THE GLOBAL COMMUNITY THE PRINCIPLES OF DIVERSITY ARTICULATE THE SCHOOL'S COMMITMENT TO "FOSTER A GLOBAL CONSCIOUSNESS" AND TO MAINTAIN "AN ACADEMIC AND SOCIAL ENVIRONMENT WHERE ALL STUDENTS DEVELOP CONFIDENCE, VALUES, KNOWLEDGE, AND LIFE SKILLS THEY NEED TO THRIVE WITHIN WINSOR AND THE GLOBAL COMMUNITY "AS A DIVERSE COMMUNITY OF TEACHERS AND LEARNERS, WE BELIEVE IT IS IMPORTANT FOR EACH STUDENT TO SEE HERSELF AS ROOTED IN HER INDIVIDUAL CULTURE WE ALSO BELIEVE THAT IT IS VITAL FOR WINSOR STUDENTS TO UNDERSTAND THE RICH, DYNAMIC CROSS-CULTURAL FORCES WHICH SHAPE OUR COUNTRY AND THE CONTEMPORARY WORLD THEREFORE, WE TEACH THE WESTERN EXPERIENCE WITHIN THE BROAD CONTEXT OF GLOBAL INTERACTIONS AND ENCOUNTERS COURSE OFFERINGS IN VARIOUS DISCIPLINES ENABLE STUDENTS TO BECOME FAMILIAR WITH A MULTIPLICITY OF POLITICAL, SOCIAL AND ECONOMIC SYSTEMS, RELIGIOUS AND ETHICAL BELIEFS, AND MODES OF ARTISTIC EXPRESSION OUR CURRICULUM ALSO INFORMS STUDENTS ABOUT THE NATURAL ENVIRONMENT AND THE USE AND DISTRIBUTION OF OUR PLANET'S FINITE RESOURCES IT ACTIVELY CHALLENGES STEREOTYPICAL THINKING AND FOSTERS EMPATHIC UNDERSTANDING - THE ABILITY TO SEE AND FEEL WHAT OTHERS SEE AND FEEL THE WINSOR CURRICULUM ENCOURAGES STUDENTS TO DEVELOP A SENSE OF RESPONSIBILITY FOR THE LOCAL, NATIONAL, AND INTERNATIONAL COMMUNITY IN WHICH THEY LIVE IT INSTILLS A HABIT OF THINKING BEYOND ONE'S IMMEDIATE SELF-INTEREST AND OF EVALUATING A COURSE OF ACTION IN THE LIGHT OF ITS IMPACT ON THE WELL-BEING OF OTHER PEOPLE AND THE NATURAL ENVIRONMENT IT LEADS STUDENTS TO "A RECOGNITION OF THE FUNDAMENTAL INTERDEPENDENCE OF ALL PEOPLE "INDEPENDENT THINKING AND LEARNINGTHE WINSOR SCHOOL BELIEVES THAT STUDENTS SHOULD BE TAUGHT TO THINK AND LEARN INDEPENDENTLY IN ORDER TO GAIN THE COMPETENCE AND CONFIDENCE NECESSARY TO BE LIFE-LONG LEARNERS AND STRONG, COURAGEOUS WOMEN THE WINSOR CURRICULUM GUIDES STUDENTS TOWARD INDEPENDENCE THROUGH AGE-APPROPRIATE EXPERIENCES THAT LEAD THEM TO TAKE INCREASING RESPONSIBILITY FOR THEIR OWN LEARNING WINSOR FACULTY ARE COMMITTED TO TEACHING STUDENTS THE SKILLS THAT ARE ESSENTIAL TO IDENTIFYING PROBLEMS AND TO DISCOVERING CREATIVE, INFORMED SOLUTIONS TO THEM THEY TEACH STUDENTS THE SKILLS NEEDED TO STRUCTURE THEIR LEARNING THROUGHOUT THEIR LIVES STUDENTS LEARN TO DEVELOP A PROCESS FOR DISCOVERY, KNOWING THAT THE PATH ISN'T ALWAYS DIRECT OUR CURRICULUM TEACHES STUDENTS TO QUESTION EXISTING NORMS AND TO THINK FROM ANOTHER'S PERSPECTIVE, IT PROVIDES THEM WITH OPPORTUNITIES TO APPLY EXISTING KNOWLEDGE AND TOOLS TO UNFAMILIAR PROBLEMS AND TO REACT EFFECTIVELY IN NOVEL SITUATIONS STUDENTS LEARN WHEN TO SEEK GUIDANCE, THE VALUE OF COLLABORATION, AND HOW TO BE OPEN TO CONSTRUCTIVE CRITICISM WE BELIEVE THAT A STUDENT WHO TAKES RESPONSIBILITY FOR STRUCTURING AND ASSESSING HER OWN LEARNING IS LIKELY TO HAVE A DEEPER UNDERSTANDING OF WHAT SHE HAS LEARNED AND A - "FOUNDATION OF SKILLS AND KNOWLEDGE TO SERVE AS A LIFE-LONG BASIS FOR INDEPENDENT THINKING "	

4b	(Code	) (Expenses \$	2,998,243	including grants of \$	2,998,243) (Revenue \$	)
PROVIDE STUDENT AID IN THE FORM OF SCHOLARSHIPS FOR QUALIFYING STUDENTS IT IS WINSOR'S PHILOSOPHY TO KEEP THE SCHOOL WITHIN REACH OF MANY GIRLS HAVING TALENTED STUDENTS FROM DIVERSE SOCIOECONOMIC BACKGROUNDS STRENGTHENS WINSOR IN EVERY WAY THE COST OF AN INDEPENDENT SCHOOL EDUCATION CAN SEEM DAUNTING A WINSOR EDUCATION IS NO EXCEPTION, IT IS A MAJOR INVESTMENT IN A GIRL'S FUTURE WINSOR CURRENTLY AWARDS MORE THAN \$2 MILLION A YEAR THROUGH ITS TUITION ASSISTANCE PROGRAM INDIVIDUAL AWARDS RANGE FROM \$1,000 TO FULL TUITION MORE THAN 20 PERCENT OF THE STUDENT BODY RECEIVES AID THE SCHOOL AWARDS PARTIAL AND FULL FINANCIAL GRANTS TO DESERVING STUDENTS						

[illegible]

4d Other program services (Describe in Schedule O)
(Expenses \$ including grants of \$) (Revenue \$)

4e	Total program service expenses	17,108,465
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Part IV

Checklist of Required Schedules

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

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21		No
22	Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	Yes	
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		No
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		No
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		No
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If so, complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

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

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		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	44	
1b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		1c	Yes
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	208	
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).		2b	Yes
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?		3a	Yes
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O.		3b	Yes
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a	No
b If "Yes," enter the name of the foreign country: See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		5a	No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b	No
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		5c	
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a	No
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b	
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		7a	No
b If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c	No
d If "Yes," indicate the number of Forms 8282 filed during the year.		7d	
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e	No
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f	No
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g	
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h	
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?		8	
9 Sponsoring organizations maintaining donor advised funds.			
a Did the organization make any taxable distributions under section 4966?		9a	
b Did the organization make a distribution to a donor, donor advisor, or related person?		9b	
10 Section 501(c)(7) organizations. Enter			
a Initiation fees and capital contributions included on Part VIII, line 12.		10a	
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.		10b	
11 Section 501(c)(12) organizations. Enter			
a Gross income from members or shareholders.		11a	
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).		11b	
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		12a	
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.		12b	
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.		13a	
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.		13b	
c Enter the amount of reserves on hand.		13c	
14a Did the organization receive any payments for indoor tanning services during the tax year?		14a	No
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.		14b	

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O		
b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	No
6	Did the organization have members or stockholders?	6	No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
a	The governing body?	8a	Yes
b	Each committee with authority to act on behalf of the governing body?	8b	No
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	No

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

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a	No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	No
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	Yes
13	Did the organization have a written whistleblower policy?	13	Yes
14	Did the organization have a written document retention and destruction policy?	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	15a	Yes
b	Other officers or key employees of the organization	15b	Yes
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed▶MA
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. ☐ Own website ☒ Another's website ☒ Upon request ☐ Other (explain in Schedule O)
19	Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶RICHARD S BERNASCO CFO 103 PILGRIM ROAD BOSTON,MA 02215 (617)735-9500

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

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

Form **990** (2013)

Part VII

1b	Sub-Total			
c	Total from continuation sheets to Part VII, Section A			
d	Total (add lines 1b and 1c)	1,503,331	0	180,517

2 Total number of individuals (including but not limited to those listed in the table below) who received more than \$100,000 of reportable compensation from the organization. 10

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4	Yes
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
LEE KENNEDY COMPANY INC 122 QUINCY SHORE DRIVE QUINCY MA 02171	CONSTRUCTION SERVICES	10,572,596
CHARTWELLS COMPASS GROUP USA PO BOX 97337 CHICAGO IL 60693	FOOD SERVICES	651,405
WILLIAM RAWN ASSOCIATES 10 POST OFFICE SQUARE BOSTON MA 02109	ARCHITECTS	310,618
K V ASSOCIATES INC 303 CONGRESS STREET BOSTON MA 02210	CONSTRUCTION CONSULTANTS	281,846
FIRST STUDENT INC 15 YORK AVE RANDOLPH MA 02368	BUS SERVICES	213,026

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶15

Part VIII

Statement of Revenue

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	11,615,060			
	g	Noncash contributions included in lines 1a-1f \$		3,549,911			
	h	Total. Add lines 1a-1f		11,615,060			
Program Service Revenue	2a	TUITION AND FEES	Business Code 611110	17,416,886	17,416,886		
	b						
	c						
	d						
	e						
	f	All other program service revenue					
	g	Total. Add lines 2a-2f		17,416,886			
	Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		718,955	62,664	656,291
4		Income from investment of tax-exempt bond proceeds					
5		Royalties					
6a		Gross rents	(i) Real 55,037	(ii) Personal			
		b	Less rental expenses	182,836			
		c	Rental income or (loss)	-127,799			
		d	Net rental income or (loss)		-127,799	-127,799	
7a		Gross amount from sales of assets other than inventory	(i) Securities 15,442,718	(ii) Other			
		b	Less cost or other basis and sales expenses	11,092,411	2,035,093		
		c	Gain or (loss)	4,350,307	-2,035,093		
		d	Net gain or (loss)		2,315,214		2,315,214
8a		Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a				
b		Less direct expenses	b				
c		Net income or (loss) from fundraising events					
9a		Gross income from gaming activities See Part IV, line 19	a				
b		Less direct expenses	b				
c		Net income or (loss) from gaming activities					
10a		Gross sales of inventory, less returns and allowances	a				
b		Less cost of goods sold	b				
c		Net income or (loss) from sales of inventory					
	Miscellaneous Revenue	Business Code					
11a	OTHER REVENUE	611110	55,698	55,698			
b							
c							
d	All other revenue						
e	Total. Add lines 11a-11d		55,698				
12	Total revenue. See Instructions		31,994,014	17,344,785	62,664	2,971,505	

Part IX

Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.				
2	Grants and other assistance to individuals in the United States. See Part IV, line 22.	2,998,243	2,998,243		
3	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16.				
4	Benefits paid to or for members.				
5	Compensation of current officers, directors, trustees, and key employees.	998,493	497,115	242,892	258,486
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).				
7	Other salaries and wages.	9,740,630	7,878,668	741,973	1,119,989
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).	640,702	510,813	63,888	66,001
9	Other employee benefits.	853,935	704,280	60,101	89,554
10	Payroll taxes.	748,704	606,264	56,761	85,679
11	Fees for services (non-employees):				
a	Management.				
b	Legal.	42,448		42,448	
c	Accounting.	201,958		201,958	
d	Lobbying.				
e	Professional fundraising services. See Part IV, line 17.	56,652			56,652
f	Investment management fees.	413,507		413,507	
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	481,174	345,571	55,465	80,138
12	Advertising and promotion.				
13	Office expenses.	509,194	394,625	52,959	61,610
14	Information technology.				
15	Royalties.				
16	Occupancy.	254,882	254,882		
17	Travel.	509,569	471,634	12,338	25,597
18	Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19	Conferences, conventions, and meetings.	88,327	32,844	46,637	8,846
20	Interest.				
21	Payments to affiliates.				
22	Depreciation, depletion, and amortization.	773,399	773,399		
23	Insurance.	116,782		116,782	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O):				
a	FOOD SERVICES	872,187	650,457	28,038	193,692
b	BOOKS	218,270	204,210	2,119	11,941
c	PRINTING & COPYING	179,210	46,843	48,814	83,553
d	EQUIPMENT	169,780	166,962		2,818
e	All other expenses	1,019,974	571,655	225,149	223,170
25	Total functional expenses. Add lines 1 through 24e.	21,888,020	17,108,465	2,411,829	2,367,726
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				

Part X

Balance Sheet

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

				(A)		(B)	
				Beginning of year		End of year	
Assets	1	Cash—non-interest-bearing			1		
	2	Savings and temporary cash investments		17,821,531	2	8,376,253	
	3	Pledges and grants receivable, net		256,307	3	218,194	
	4	Accounts receivable, net		75,112	4	33,233	
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L			5		
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L			6		
	7	Notes and loans receivable, net			7		
	8	Inventories for sale or use		62,083	8	66,921	
	9	Prepaid expenses and deferred charges		1,108,923	9	1,273,233	
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	71,675,278			
	b	Less accumulated depreciation	10b	13,423,321	28,327,038	10c	58,251,957
	11	Investments—publicly traded securities		14,846,150	11	22,151,953	
	12	Investments—other securities See Part IV, line 11		49,685,389	12	49,664,210	
	13	Investments—program-related See Part IV, line 11			13		
	14	Intangible assets			14		
	15	Other assets See Part IV, line 11		217,095	15	265,275	
16	Total assets. Add lines 1 through 15 (must equal line 34)		112,399,628	16	140,301,229		
Liabilities	17	Accounts payable and accrued expenses		4,298,362	17	9,551,100	
	18	Grants payable			18		
	19	Deferred revenue		594,170	19	819,585	
	20	Tax-exempt bond liabilities		217,700	20	3,021,552	
	21	Escrow or custodial account liability Complete Part IV of Schedule D			21		
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L			22		
	23	Secured mortgages and notes payable to unrelated third parties			23		
	24	Unsecured notes and loans payable to unrelated third parties			24		
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		1,002,101	25	3,889,156	
	26	Total liabilities. Add lines 17 through 25		6,112,333	26	17,281,393	
	Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ☒ and complete lines 27 through 29, and lines 33 and 34.					
27		Unrestricted net assets		62,820,767	27	75,488,674	
28		Temporarily restricted net assets		19,246,123	28	22,154,174	
29		Permanently restricted net assets		24,220,405	29	25,376,988	
Organizations that do not follow SFAS 117 (ASC 958), check here ☐ and complete lines 30 through 34.							
30		Capital stock or trust principal, or current funds			30		
31		Paid-in or capital surplus, or land, building or equipment fund			31		
32		Retained earnings, endowment, accumulated income, or other funds			32		
33		Total net assets or fund balances		106,287,295	33	123,019,836	
34	Total liabilities and net assets/fund balances		112,399,628	34	140,301,229		

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	31,994,014
2	Total expenses (must equal Part IX, column (A), line 25)	2	21,888,020
3	Revenue less expenses Subtract line 2 from line 1	3	10,105,994
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	106,287,295
5	Net unrealized gains (losses) on investments	5	6,634,767
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-8,220
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	123,019,836

Part XII Financial Statements and Reporting

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

		Yes	No
1	Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		No
2b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	Yes	
2c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Additional Data

Software ID:
Software Version:
EIN: 04-2105842
Name: THE WINSOR SCHOOL

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
LINDA H THOMAS PRESIDENT	5 00	X		X				0	0	0
ANNE SWINTON RUGGLES VICE PRESIDENT	5 00	X		X				0	0	0
WILLIAM R ELFERS TREASURER	5 00	X		X				0	0	0
BRIDGITT B EVANS ASSISTANT TREASURER	5 00	X		X				0	0	0
JOHN M WESTCOTT JR CLERK	5 00	X		X				0	0	0
NANCY B GARDINER ASSISTANT CLERK	5 00	X		X				0	0	0
DAVID BELLUCK TRUSTEE	2 00	X						0	0	0
JANE BROCK-WILSON TRUSTEE	2 00	X						0	0	0
ELIZABETH BENNETT CARROLL TRUSTEE	2 00	X						0	0	0
SEAN COLLINS TRUSTEE	2 00	X						0	0	0
BART EPKER TRUSTEE	2 00	X						0	0	0
DAVIS FULKERSON TRUSTEE	2 00	X						0	0	0
MICHAEL S GORDON TRUSTEE	2 00	X						0	0	0
JEAN M HYNES TRUSTEE	2 00	X						0	0	0
EMILIE KAULBACH KENDALL TRUSTEE	2 00	X						0	0	0
KIMBERLY HEALD KRAWSHUK TRUSTEE	2 00	X						0	0	0
ELIZABETH LEMPRES TRUSTEE	2 00	X						0	0	0
ANNE C MCNAY TRUSTEE	2 00	X						0	0	0
JOSEPH J O'DONNELL TRUSTEE	2 00	X						0	0	0
ALLISON KANEB PELLEGRINO TRUSTEE	2 00	X						0	0	0
JEREMY SCLAR TRUSTEE	2 00	X						0	0	0
M FORBES SINGER TRUSTEE	2 00	X						0	0	0
KIMBERLY STANFIELD TRUSTEE	2 00	X						0	0	0
PANKAJ TANDON TRUSTEE	2 00	X						0	0	0
PERRY M TRAQUINA TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
JORDON WARSHAW TRUSTEE	<u> 2 </u> 00	X						0	0	0
KENT WELDON TRUSTEE	<u> 2 </u> 00	X						0	0	0
EMILY LUBIN WOODS TRUSTEE	<u> 2 </u> 00	X						0	0	0
RACHEL F STETTLER HEAD OF SCHOOL	<u> 50 </u> 00	X		X				450,738	0	49,615
RICHARD S BERNASCO CHIEF FINANCIAL OFFICER	<u> 40 </u> 00			X				196,965	0	31,611
NANCY SKINNER CHIEF ADVANCEMENT OFFICER	<u> 40 </u> 00			X				224,464	0	29,285
JENNIFER CICCARELLI ASSISTANT DIRECTOR	<u> 40 </u> 00					X		150,250	0	20,106
KAREN GEROMINI DIRECTOR OF ATHLETICS	<u> 40 </u> 00					X		121,747	0	16,999
KENNETH WONOSKI DIRECTOR OF BUILDINGS	<u> 40 </u> 00					X		133,463	0	6,874
KATHERINE GRANT HEAD OF UPPER SCHOOL	<u> 40 </u> 00					X		113,268	0	12,216
DAVID CLARKE DIRECTOR OF COLLEGE COUNSELING	<u> 40 </u> 00					X		112,436	0	13,811

SCHEDULE A

(Form 990 or 990EZ)

Department of the
Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ **Attach to Form 990 or Form 990-EZ.** ▶ **See separate instructions.**
▶ **Information about Schedule A (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990*.**

OMB No 1545-0047

2013

Open to Public
Inspection

Name of the organization THE WINSOR SCHOOL	Employer identification number 04-2105842
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Part I

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

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

- 1

☐

A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state _____
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☒

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II)
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9

☐

An organization that normally receives (1) more than 33¹/₃% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33¹/₃% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)
- 10

☐

An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 11

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a

☐

Type I

b

☐

Type II

c

☐

Type III - Functionally integrated

d

☐

Type III - Non-functionally integrated

e

☐

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

☐

If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box

g

☐

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i)

A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?

(ii)

A family member of a person described in (i) above?

(iii)

A 35% controlled entity of a person described in (i) or (ii) above?

h

☐

Provide the following information about the supported organization(s)

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	4,372,712	3,839,804	6,980,837	12,552,447	11,615,060	39,360,860
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	4,372,712	3,839,804	6,980,837	12,552,447	11,615,060	39,360,860
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						3,346,279
6 Public support. Subtract line 5 from line 4						36,014,581

Section B. Total Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
7 Amounts from line 4	4,372,712	3,839,804	6,980,837	12,552,447	11,615,060	39,360,860
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	608,504	649,796	890,543	1,209,270	656,291	4,014,404
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
11 Total support (Add lines 7 through 10)						43,375,264
12 Gross receipts from related activities, etc (see instructions)					12	80,780,934
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						▶

Section C. Computation of Public Support Percentage		
14 Public support percentage for 2013 (line 6, column (f) divided by line 11, column (f))	14	83 030 %
15 Public support percentage for 2012 Schedule A, Part II, line 14	15	88 760 %
16a 33 1/3% support test—2013. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	▶	
b 33 1/3% support test—2012. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	▶	
17a 10%-facts-and-circumstances test—2013. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization	▶	
b 10%-facts-and-circumstances test—2012. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization	▶	
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	▶	

Part IIISupport Schedule for Organizations Described in Section 509(a)(2)
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support (Subtract line 7c from line 6.)						

Section B. Total Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here ▶						

Section C. Computation of Public Support Percentage		
15 Public support percentage for 2013 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2012 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage		
17 Investment income percentage for 2013 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2012 Schedule A, Part III, line 17	18	
19a 33 1/3% support tests—2013. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ▶		
b 33 1/3% support tests—2012. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ▶		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶		

Part IV

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test	
Return Reference	Explanation
FORM 990, SCHEDULE A, PART I, LINE 7	THE BASIS OF THE WINSOR SCHOOL'S PUBLIC CHARITY STATUS HAS BEEN AND CONTINUES TO BE ITS QUALIFICATION AS A SCHOOL DESCRIBED IN SECTION 170(B)(1)(A) (II) THE ORGANZIATION HAS CHECKED BOX 7 ON SCHEDULE A, PART I AND COMPLETED SCHEDULE A, PART II IN ORDER TO DEMONSTRATE ITS QUALIFICATION TO FOLLOW THE SPECIAL RULE FOR ABBREVIATED REPORTING OF CONTRIBUTIONS ON FORM 990, SCHEDULE B

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ **Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b**
▶ **Attach to Form 990.** ▶ **See separate instructions.** ▶ **Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.**

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
THE WINSOR SCHOOL

Employer identification number
04-2105842

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

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

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

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

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

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

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

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

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

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

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

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

(i) Revenues included in Form 990, Part VIII, line 1 ▶ \$ _____

(ii) Assets included in Form 990, Part X ▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenues included in Form 990, Part VIII, line 1 ▶ \$ _____

b Assets included in Form 990, Part X ▶ \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)
- a ☐ Public exhibition

b ☐ Scholarly research

c ☐ Preservation for future generations

d ☐ Loan or exchange programs

e ☐ Other
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes ☐ No
- b If "Yes," explain the arrangement in Part XIII and complete the following table
- c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

	Amount
1c	
1d	
1e	
1f	
- 2a Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes ☐ No
- b If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII

☐

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

- | | (a)Current year | (b)Prior year | b (c)Two years back | (d)Three years back | (e)Four years back |
|--|-----------------|---------------|---------------------|---------------------|--------------------|
| 1a Beginning of year balance | 64,218,632 | 58,363,465 | 61,522,884 | 54,042,880 | 47,161,674 |
| b Contributions | 1,375,472 | | | 1,628,880 | 2,397,804 |
| c Net investment earnings, gains, and losses | 11,139,800 | 8,134,759 | -781,643 | 8,443,596 | 6,420,434 |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | 5,171,099 | 2,279,592 | 2,377,776 | 2,592,472 | 1,937,032 |
| f Administrative expenses | | | | | |
| g End of year balance | 71,562,805 | 64,218,632 | 58,363,465 | 61,522,884 | 54,042,880 |
- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as
- a Board designated or quasi-endowment

☒ 34 600 %

b Permanent endowment

☒ 35 040 %

c Temporarily restricted endowment

☒ 30 360 %
- The percentages in lines 2a, 2b, and 2c should equal 100%
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by
- (i) unrelated organizations

(ii) related organizations

	Yes	No
3a(i)	☐	☐
3a(ii)	☐	☐
3b	☐	☐
- b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

☐
- 4 Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment. Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		1,006,744		1,006,744
b Buildings		23,657,536	8,795,684	14,861,852
c Leasehold improvements				
d Equipment		4,972,011	4,627,637	344,374
e Other		42,038,987		42,038,987
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				58,251,957

Part XI

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	37,434,961
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	6,634,767
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII)	2d	2,217,929
e	Add lines 2a through 2d	2e	8,852,696
3	Subtract line 2e from line 1	3	28,582,265
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	413,507
b	Other (Describe in Part XIII)	4b	2,998,242
c	Add lines 4a and 4b	4c	3,411,749
5	Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12)	5	31,994,014

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	20,702,420
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII)	2d	2,226,149
e	Add lines 2a through 2d	2e	2,226,149
3	Subtract line 2e from line 1	3	18,476,271
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	413,507
b	Other (Describe in Part XIII)	4b	2,998,242
c	Add lines 4a and 4b	4c	3,411,749
5	Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18)	5	21,888,020

Part XIII

Supplemental Information

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

Return Reference	Explanation
PART V, LINE 4	GIFTS TO THE ENDOWMENT HELP TO SECURE THE SCHOOL'S LONG-TERM FINANCIAL STABILITY AND FUND THE CURRENT PRIORITIES THROUGH THE ONGOING INTEREST GENERATED BY THE ENDOWMENT. WINSOR HONORS DONORS TO ENDOWED FUNDS EACH YEAR IN THE ANNUAL REPORT, WHICH INCLUDES A FULL LIST OF ALL NAMED FUNDS ESTABLISHED SINCE THE SCHOOL'S INCEPTION. BY ESTABLISHING AN ENDOWED FUND OR CONTRIBUTING TO AN EXISTING FUND, YOU CAN SUPPORT WINSOR AND THE GIRLS IN SEVERAL WAYS - A SCHOLARSHIP FUND HELPS TO MAKE A WINSOR EDUCATION POSSIBLE FOR DESERVING STUDENTS - AN ENDOWED FUND CAN BE DESIGNATED TO SUPPORT A DEPARTMENT, TECHNOLOGY, ATHLETICS, THE LIBRARY, OR FACULTY ENRICHMENT - AN ENDOWED FACULTY CHAIR SUPPORTS A TEACHER IN HER/HIS WORK WITH STUDENTS AND ENCOURAGES PROEFSSIONAL DEVELOPMENT AND PERSONAL GROWTH.
PART X, LINE 2	THE SCHOOL ACCOUNTS FOR THE EFFECT OF ANY UNCERTAIN TAX POSITIONS BASED ON A "MORE LIKELY THAN NOT" THRESHOLD TO THE RECOGNITION OF TAX POSITIONS BEING SUSTAINED BASED ON THE TECHNICAL MERITS OF THE POSITION UNDER SCRUTINY BY THE APPLICABLE TAXING AUTHORITY. IF A TAX POSITION OR POSITIONS ARE DEEMED TO RESULT IN UNCERTAINTIES OF THOSE POSITIONS, THE UNRECOGNIZED TAX BENEFIT IS ESTIMATED BASED ON A "CUMULATIVE PROBABILITY ASSESSMENT" THAT AGGREGATES THE ESTIMATED TAX LIABILITY FOR ALL UNCERTAIN TAX POSITIONS. INTEREST AND PENALTIES ASSESSED, IF ANY, ARE ACCRUED AS INCOME TAX EXPENSE. THE SCHOOL HAS IDENTIFIED ITS TAX STATUS AS A TAX-EXEMPT ENTITY AS ITS ONLY TAX POSITION, HOWEVER, THE SCHOOL HAS DETERMINED THAT SUCH TAX POSITION DOES NOT RESULT IN AN UNCERTAINTY REQUIRING RECOGNITION. THE SCHOOL IS NOT CURRENTLY UNDER EXAMINATION BY ANY TAXING JURISDICTION. THE SCHOOL'S FEDERAL AND STATE TAX RETURNS ARE GENERALLY OPEN FOR EXAMINATION FOR THREE YEARS FOLLOWING THE DATE FILED.
PART XI, LINE 2D - OTHER ADJUSTMENTS	RENTAL EXPENSES 182,836 LOSS ON DISPOSAL OF ASSETS 2,035,093
PART XI, LINE 4B - OTHER ADJUSTMENTS	FINANCIAL AID NETTED AGAINST TUITION REVENUE 2,998,242
PART XII, LINE 2D - OTHER ADJUSTMENTS	RENTAL EXPENSES 182,836 LOSS ON DISPOSAL OF ASSETS 2,035,093 AMORTIZATION OF DEFERRED BOND ISSUANCE COSTS 8,220
PART XII, LINE 4B - OTHER ADJUSTMENTS	FINANCIAL AID NETTED AGAINST TUITION REVENUE 2,998,242

[illegible]

SCHEDULE E
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Schools

►Complete if the organization answered "Yes" to Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.
► Attach to Form 990 or Form 990-EZ.
► Information about Schedule E (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
THE WINSOR SCHOOL

Employer identification number

04-2105842

Part I		YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	1	Yes	
	2	Yes	
	3	Yes	
	4a	Yes	
	4b	Yes	
4 Does the organization maintain the following? a Records indicating the racial composition of the student body, faculty, and administrative staff? b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships? d Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain If you need more space, use Part II	4c	Yes	
	4d	Yes	
	5a		No
	5b		No
	5c		No
	5d		No
	5e		No
	5f		No
	5g		No
	5h		No
6a Does the organization receive any financial aid or assistance from a governmental agency? b Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either line 6a or line 6b, explain on Part II	6a		No
	6b		No
	7	Yes	

Part III Supplemental Information. Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also complete this part to provide any other additional information (see instructions)

Return Reference	Explanation
SCHEDULE E, PART I, LINE 3	NOTICE OF THE NON-DISCRIMINATION POLICY AS TO STUDENTS IS PUBLISHED IN THE BOSTON GLOBE

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

▶ Information about Schedule G (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public
Inspection

Name of the organization THE WINSOR SCHOOL	Employer identification number 04-2105842
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Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.
Form 990-EZ filers are not required to complete this part.

- 1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a

☒ Mail solicitations

b

☒ Internet and email solicitations

c

☒ Phone solicitations

d

☒ In-person solicitations

e

☒ Solicitation of non-government grants

f

☐ Solicitation of government grants

g

☐ Special fundraising events
- 2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☒ Yes ☐ No
- b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1 JAQUES & CO LIBERTY SQUARE DANVERS, MA 01923	FUNDRAISING COUNSEL		No	0	56,652	0
2						
3						
4						
5						
6						
7						
8						
9						
10						
Total ▶					56,652	

- 3

List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.
- MA
-
-

Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col (a) through col (c))
		(event type)	(event type)	(total number)	
Revenue	1	Gross receipts			
	2	Less Contributions . . .			
	3	Gross income (line 1 minus line 2)			
Direct Expenses	4	Cash prizes			
	5	Noncash prizes			
	6	Rent/facility costs . . .			
	7	Food and beverages .			
	8	Entertainment			
	9	Other direct expenses .			
	10	Direct expense summary Add lines 4 through 9 in column (d) ▶			
	11	Net income summary Subtract line 10 from line 3, column (d) ▶			

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

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col (a) through col (c))
Revenue	1	Gross revenue			
	2	Cash prizes			
Direct Expenses	3	Non-cash prizes			
	4	Rent/facility costs			
	5	Other direct expenses . . .			
	6	Volunteer labor ☐ Yes _____ % ☐ No	☐ Yes _____ % ☐ No	☐ Yes _____ % ☐ No	
	7	Direct expense summary Add lines 2 through 5 in column (d) ▶			
	8	Net gaming income summary Subtract line 7 from line 1, column (d) ▶			

9 Enter the state(s) in which the organization operates gaming activities _____

a Is the organization licensed to operate gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain _____

Does the organization operate gaming activities with nonmembers? ☐ Yes ☐ No

12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

☐ Yes ☐ No

13

Indicate the percentage of gaming activity operated in

a	The organization's facility	13a	%
b	An outside facility	13b	%

14

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

Name

Address

15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐ Yes ☐ No

b

If "Yes," enter the amount of gaming revenue received by the organization \$ and the amount of gaming revenue retained by the third party \$

c

If "Yes," enter name and address of the third party

Name

Address

16

Gaming manager information

Name

Gaming manager compensation \$

Description of services provided

☐ Director/officer ☐ Employee ☐ Independent contractor

17

Mandatory distributions

a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐ Yes ☐ No

b

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

Part IV

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

Return Reference	Explanation
------------------	-------------

Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations,
Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990

▶ Information about Schedule I (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public
Inspection

Name of the organization
THE WINSOR SCHOOL

Employer identification number
04-2105842

Part I General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No
- 2

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

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

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance

2

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

3

Enter total number of other organizations listed in the line 1 table

Part III

Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e)Method of valuation (book, FMV, appraisal, other)	(f)Description of non-cash assistance
(1) SCHOLARSHIPS	98	2,998,243			

Part IV

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

Return Reference	Explanation
PART I, LINE 2	STUDENT AID IS BASED ON NEED GRANTS AND OTHER ASSSISTANCE ARE RELATED TO INSTITUTIONAL FINANCIAL AID FOR WHICH STUDENTS APPLY THROUGH THE FINANCIAL AID OFFICE ALL AID IS AWARDED BASED ON CERTAIN GUIDELINES AND IS CREDITED DIRECTLY TO STUDENT'S TUITION ACCOUNTS

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 23.
▶ Attach to Form 990. ▶ See separate instructions.

▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
THE WINSOR SCHOOL

Employer identification number
04-2105842

Part I

Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items ☐ First-class or charter travel ☐ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☒ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☐ Health or social club dues or initiation fees ☐ Personal services (e g , maid, chauffeur, chef)		
b If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1bYes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?	2Yes	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III ☐ Compensation committee ☐ Independent compensation consultant ☐ Form 990 of other organizations ☒ Written employment contract ☒ Compensation survey or study ☒ Approval by the board or compensation committee		
4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization		
a Receive a severance payment or change-of-control payment?	4a	No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	No
c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	4c	No
Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
a The organization?	5a	No
b Any related organization? If "Yes," to line 5a or 5b, describe in Part III	5b	No
6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
a The organization?	6a	No
b Any related organization? If "Yes," to line 6a or 6b, describe in Part III	6b	No
7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	No
8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	No
9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9	

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported as deferred in prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) RACHEL F STETTLER, HEAD OF SCHOOL	(i)	367,877	0	82,861	43,250	6,365	500,353	0
	(ii)	0	0	0	0	0	0	0
(2) RICHARD S BERNASCO, CHIEF FINANCIAL OFFICER	(i)	195,571	0	1,394	21,128	10,483	228,576	0
	(ii)	0	0	0	0	0	0	0
(3) NANCY SKINNER, CHIEF ADVANCEMENT OFFICER	(i)	224,103	0	361	22,920	6,365	253,749	0
	(ii)	0	0	0	0	0	0	0
(4) JENNIFER CICCARELLI, ASSISTANT DIRECTOR	(i)	150,124	0	126	8,500	11,606	170,356	0
	(ii)	0	0	0	0	0	0	0

Part III Supplemental Information

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

Return Reference	Explanation
PART I, LINE 1A	AS PART OF RACHEL F STETTLER'S COMPENSATION, A TAXABLE HOUSING ALLOWANCE OF \$82,500 IS PROVIDED AS PART OF HER W-2 WAGES

Schedule K (Form 990)	Supplemental Information on Tax Exempt Bonds ▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI. ▶ Attach to Form 990. ▶ See separate instructions. ▶ Information about Schedule K (Form 990) and its instructions is at www.irs.gov/form990.	OMB No 1545-0047
		2013
		Open to Public Inspection

Department of the Treasury Internal Revenue Service	Name of the organization THE WINSOR SCHOOL	Employer identification number 04-2105842
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Part I

Bond Issues

(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pool financing	
						Yes	No	Yes	No	Yes	No
A MASSACHUSETTS DEVELOPMENT FINANCE AGENCY	04-3431814		06-13-2013	40,000,000	CONSTRUCTION OF ACADEMIC, CULTURAL, AND ATHLETIC FACILITIES		X		X		X

Part II

Proceeds

		A		B		C		D	
1	Amount of bonds retired								
2	Amount of bonds legally defeased								
3	Total proceeds of issue	40,000,000							
4	Gross proceeds in reserve funds								
5	Capitalized interest from proceeds								
6	Proceeds in refunding escrows								
7	Issuance costs from proceeds	131,200							
8	Credit enhancement from proceeds								
9	Working capital expenditures from proceeds								
10	Capital expenditures from proceeds	39,782,300							
11	Other spent proceeds	86,500							
12	Other unspent proceeds								
13	Year of substantial completion	2015							
		Yes	No						
14	Were the bonds issued as part of a current refunding issue?		X						
15	Were the bonds issued as part of an advance refunding issue?		X						
16	Has the final allocation of proceeds been made?		X						
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X							

Part III

Private Business Use

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		X						
2	Are there any lease arrangements that may result in private business use of bond-financed property?		X						

Part III

Private Business Use (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
3a	Are there any management or service contracts that may result in private business use of bond-financed property?		X						
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?								
c	Are there any research agreements that may result in private business use of bond-financed property?		X						
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?								
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government	0 %							
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government								
6	Total of lines 4 and 5	0 %							
7	Does the bond issue meet the private security or payment test?		X						
8a	Has there been a sale or disposition of any of the bond financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?		X						
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of								
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9	Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X							

Part IV

Arbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T?		X						
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?	X							
b	Exception to rebate?		X						
c	No rebate due?		X						
	If you checked "No rebate due" in line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?		X						
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X						
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								

Part IV

Arbitrage (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
5a	Were gross proceeds invested in a guaranteed investment contract (GIC)?		X						
b	Name of provider								
c	Term of GIC								
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6	Were any gross proceeds invested beyond an available temporary period?		X						
7	Has the organization established written procedures to monitor the requirements of section 148?	X							

Part V

Procedures To Undertake Corrective Action

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
	Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations?	X							

Part VI

Supplemental Information. Provide additional information for responses to questions on Schedule K (see instructions).

SCHEDULE M
(Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

►Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
► Attach to Form 990.

►Information about Schedule M (Form 990) and its instructions is at www.irs.gov/form990.

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Open to Public Inspection

Name of the organization
THE WINSOR SCHOOL

Employer identification number
04-2105842

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	63	3,549,911	FMV
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ► ()				
26 Other ►()				
27 Other ►()				
28 Other ► ()				
29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement	29	0		
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?	30a	Yes	No	No
b If "Yes," describe the arrangement in Part II	31	Yes		
31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?	32a		No	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?				
b If "Yes," describe in Part II				
33 If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II				

Part III

Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Return Reference	Explanation
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2013

Open to Public Inspection

SCHEDULE O

(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on

Form 990 or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at

www.irs.gov/form990.

Name of the organization

THE WINSOR SCHOOL

Employer identification number

04-2105842

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 8B	MINUTES ARE NOT TAKEN DURING COMMITTEE MEETINGS COMMITTEE HEADS PRESENT INFORMATION DIRECTLY TO THE BOARD OF TRUSTEES FOR DECISIONS
FORM 990, PART VI, SECTION B, LINE 11	THE RETURN WILL BE POSTED ON THE TRUSTEES-ONLY SECURE WEB PORTAL PRIOR TO FILING FOR THE FULL BOARD TO REVIEW CERTAIN DONORS HAVE REQUESTED THAT THEIR NAMES AND ADDRESSES BE REDACTED TO PROTECT THEIR PRIVACY THE SCHOOL INFORMS ALL MEMBERS OF THE GOVERNING BODY THAT SCHEDULE B, "SCHEDULE OF CONTRIBUTORS" IS AVAILABLE FOR THEIR REVIEW UPON REQUEST BEFORE THE FORM 990 IS ULTIMATELY FILED WITH THE IRS
FORM 990, PART VI, SECTION B, LINE 12C	ONCE A YEAR, EACH BOARD MEMBER RECEIVES, SIGNS, AND RETURNS A CONFLICT OF INTEREST CERTIFICATE TO THE CLERK OF THE BOARD OF TRUSTEES THE CERTIFICATE INFORMS THE BOARD MEMBER OF THE SCHOOL'S POLICY AND ALLOWS THEM TO DISCLOSE ANY POSITIONS WITH THE SCHOOL THAT MIGHT BE CONSIDERED AS CONFLICTING THE CLERK REVIEWS EACH OF THE CERTIFICATES, AND IF A CONFLICT ARISES, IT IS BROUGHT TO THE ATTENTION OF OTHER OFFICERS OF THE BOARD IT IS THE RESPONSIBILITY OF THOSE OFFICERS TO DETERMINE THE EXTENT OF THE CONFLICT, WITH THE GOAL OF PREVENTING ABUSE BUT NOT ELIMINATING SOMEONE FROM DOING BUSINESS WITH THE SCHOOL FOR LEGITIMATE PURPOSES
FORM 990, PART VI, SECTION B, LINE 15	BASED ON COMPARABILITY DATA AND REVIEW BY INDEPENDENT PERSONS, THE FULL BOARD OF TRUSTEES PROPOSES, VOTES ON, AND SETS THE COMPENSATION FOR THE CEO THERE WAS CONTEMPORANEOUS SUBSTANTIATION OF THE DELIBERATION AND DECISION FOR OTHER OFFICERS AND KEY EMPLOYEES, THE BOARD OF TRUSTEE'S FINANCE COMMITTEE REVIEWS AVAILABLE INFORMATION FOR COMPENSATION AND MAKES A RECOMMENDATION TO THE FULL BOARD WHICH IS THEN VOTED UPON BY THE BOARD
FORM 990, PART VI, SECTION C, LINE 19	OUR FORMS 990 (CURRENT AND PRIOR THREE YEARS) ARE AVAILABLE ON THE OFFICIAL WEBSITE OF THE ATTORNEY GENERAL OF MASSACHUSETTS AT WWW.CHARITIES.AGO.STATE.MA.US AND GUIDESTAR AT WWW2.GUIDESTAR.ORG WE ALSO MAKE OUR FORM 990, FORM 1023, FORM 990-T, ARTICLES OF INCORPORATION, AND BYLAWS AVAILABLE TO THE PUBLIC UPON REQUEST OUR AUDITED FINANCIAL STATEMENTS ARE ALSO AVAILABLE ON THE OFFICIAL WEBSITE OF THE ATTORNEY GENERAL OF MASSACHUSETTS AT WWW.CHARITIES.AGO.STATE.MA.US
FORM 990, PART XI, LINE 9	AMORTIZATION OF DEFERRED BOND ISSUANCE COSTS -8,220