

SCHOOL OF AMERICAN BALLET, INC.

FINANCIAL STATEMENTS

AUGUST 31, 2018



LUTZ AND GARR
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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
School of American Ballet, Inc.

We have audited the accompanying financial statements of School of American Ballet, Inc. (a nonprofit organization), which comprise the statement of financial position as of August 31, 2018, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of School of American Ballet, Inc. as of August 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited School of American Ballet, Inc.'s 2017 financial statements, and our report dated January 19, 2018, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended August 31, 2017, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Lotz + Carr, LLP

New York, New York
January 15, 2019

SCHOOL OF AMERICAN BALLET, INC.

STATEMENT OF FINANCIAL POSITION

AUGUST 31, 2018 WITH COMPARATIVE TOTALS FOR 2017

	<u>2018</u>	<u>2017</u>
Assets		
Current Assets		
Cash and cash equivalents (Notes 1b and 3)	\$ 854,405	\$ 1,140,250
Tuition, interest and other receivables	24,965	21,726
Unconditional promises to give (Notes 1c and 4)	3,161,179	3,228,135
Prepaid expenses and other current assets	<u>183,948</u>	<u>173,550</u>
Total Current Assets	4,224,497	4,563,661
Other Assets		
Investments, at fair value (Notes 1e, 1f and 5)	73,133,589	68,509,806
Unconditional promises to give (Notes 1c and 4)	2,497,868	4,074,374
Property, equipment and land, at cost, less accumulated depreciation (Notes 1d, 6, 7 and 8)	<u>18,440,158</u>	<u>18,165,881</u>
Total Assets	<u><u>\$98,296,112</u></u>	<u><u>\$95,313,722</u></u>
Liabilities and Net Assets		
Liabilities		
Current Liabilities		
Accounts payable and other liabilities	\$ 2,330,221	\$ 1,697,392
Deferred income (Note 1g)	<u>1,469,461</u>	<u>1,259,251</u>
Total Current Liabilities	3,799,682	2,956,643
Financing obligation payable, net of deferred financing costs (Notes 1h and 8)	<u>8,583,466</u>	<u>8,568,530</u>
Total Liabilities	<u>12,383,148</u>	<u>11,525,173</u>
Commitments (Notes 6 and 13)		
Net Assets (Note 2)		
Unrestricted	43,850,081	43,860,110
Temporarily restricted	3,480,278	2,975,843
Permanently restricted	<u>38,582,605</u>	<u>36,952,596</u>
Total Net Assets	<u>85,912,964</u>	<u>83,788,549</u>
Total Liabilities and Net Assets	<u><u>\$98,296,112</u></u>	<u><u>\$95,313,722</u></u>

See notes to financial statements.

SCHOOL OF AMERICAN BALLET, INC.

STATEMENT OF ACTIVITIES

YEAR ENDED AUGUST 31, 2018 WITH COMPARATIVE TOTALS FOR 2017

	2018			2017
	Unrestricted	Temporarily Restricted (Note 2b)	Permanently Restricted (Note 2c)	Total
Revenue				
Tuition and fees (Note 1g)	\$ 3,789,595	\$ -	\$ -	\$ 3,789,595
Room and board fees	1,772,645	-	-	1,772,645
Scholarships applied (Note 10)	(1,732,848)	-	-	(1,678,140)
Net tuition, fees, room and board fees	3,829,392	-	-	3,599,464
Other income	232,741	4,396	49,335	332,689
Total Revenue	4,062,133	4,396	49,335	3,932,153
Support				
Contributions (Note 6)	4,692,166	537,283	1,009,956	4,844,496
Special events revenue (Note 11)	2,181,338	-	-	2,406,708
Less: Special events direct expenses (Note 11)	(383,393)	-	-	(395,070)
Net assets released from restrictions				
Satisfaction of time and program restrictions (\$711,904 in 2017)	456,280	(456,280)	-	-
Redesignation of contribution by donor	(120,029)	20,029	100,000	-
Total Support	6,826,362	101,032	1,109,956	6,856,134
Investment Income Available for Operations				
Board approved appropriation of endowment earnings for expenditure (Notes 5 and 9)	2,968,889	-	-	2,961,838
Total Revenue, Support and Investment Income Available for Operations	13,857,384	105,428	1,159,291	13,750,125
Expenses				
Program Services				
Teaching and other artistic programs	6,135,544	-	-	5,526,044
Student services and residence	4,010,874	-	-	4,025,822
Supporting Services				
General administration	2,066,787	-	-	1,801,496
Development	1,753,213	-	-	1,606,184
Total Expenses	13,966,418	-	-	12,959,546
Increase (Decrease) in Net Assets Before Non-Operating Activities (carried forward)	(109,034)	105,428	1,159,291	790,579

See notes to financial statements.

SCHOOL OF AMERICAN BALLET, INC.

STATEMENT OF ACTIVITIES

YEAR ENDED AUGUST 31, 2018 WITH COMPARATIVE TOTALS FOR 2017

	2018			2017	
	Unrestricted	Temporarily Restricted (Note 2b)	Permanently Restricted (Note 2c)	Total	
Increase (Decrease) in Net Assets Before Non-Operating Activities (brought forward)	\$ (109,034)	\$ 105,428	\$ 1,159,291	\$ 1,155,685	\$ 790,579
Non-Operating Activities					
Investment income (Notes 1e and 5)	1,906,903	1,520,189	447,592	3,874,684	940,982
Net unrealized gains on investments (Notes 1e and 5)	314,230	213,136	89,338	616,704	6,295,102
Direct investment expenses	(221,586)	(166,723)	(66,212)	(454,521)	(414,121)
Capital campaign expenses	(84,286)	-	-	(84,286)	(343,569)
Gift annuity expense	(14,962)	-	-	(14,962)	(17,791)
	<u>1,900,299</u>	<u>1,566,602</u>	<u>470,718</u>	<u>3,937,619</u>	<u>6,460,603</u>
Board approved appropriation of endowment earnings for expenditure (Note 9)					
Board designated endowment earnings	(1,801,294)	-	-	(1,801,294)	(1,836,580)
Donor restricted endowment earnings	-	(1,167,595)	-	(1,167,595)	(1,125,258)
	<u>99,005</u>	<u>399,007</u>	<u>470,718</u>	<u>968,730</u>	<u>3,498,765</u>
Increase in Non-Operating Activities					
Increase (decrease) in net assets	(10,029)	504,435	1,630,009	2,124,415	4,289,344
Net assets, beginning of year	<u>43,860,110</u>	<u>2,975,843</u>	<u>36,952,596</u>	<u>83,788,549</u>	<u>79,499,205</u>
Net Assets, End of Year	<u>\$43,850,081</u>	<u>\$ 3,480,278</u>	<u>\$38,582,605</u>	<u>\$85,912,964</u>	<u>\$83,788,549</u>

See notes to financial statements.

SCHOOL OF AMERICAN BALLET, INC.

STATEMENT OF CASH FLOWS

YEAR ENDED AUGUST 31, 2018 WITH COMPARATIVE TOTALS FOR 2017

	<u>2018</u>	<u>2017</u>
Cash Flows From Operating Activities		
Increase in net assets	\$2,124,415	\$4,289,344
Adjustments to reconcile increase in net assets to net cash used by operating activities:		
Depreciation	1,134,386	1,148,285
Amortized interest	14,936	14,936
Net realized and unrealized gains on investments	(3,676,223)	(6,455,928)
Cash received from permanently restricted contributions and other income	(2,233,592)	(2,359,717)
Write off of unconditional promises to give	74,500	-
(Increase) decrease in:		
Tuition, interest and other receivables	(3,239)	(9,162)
Unconditional promises to give	1,568,962	1,697,080
Prepaid expenses and other current assets	(10,398)	(7,529)
Increase (decrease) in:		
Accounts payable and other liabilities	359,696	100,600
Deferred income	210,210	27,612
Net Cash Used By Operating Activities	<u>(436,347)</u>	<u>(1,554,479)</u>
Cash Flows From Investing Activities		
Sales (purchases) of investments, net	(947,560)	(521,009)
Disbursements for property and equipment	(1,135,530)	(298,371)
Cash received from permanently restricted contributions and other income	2,233,592	2,359,717
Net Cash Provided By Investing Activities	<u>150,502</u>	<u>1,540,337</u>
Net decrease in cash and cash equivalents	(285,845)	(14,142)
Cash and cash equivalents, beginning of year	<u>1,140,250</u>	<u>1,154,392</u>
Cash and Cash Equivalents, End of Year	<u>\$ 854,405</u>	<u>\$1,140,250</u>
Supplemental Disclosure		
Interest paid (bond issue)	<u>\$ 264,551</u>	<u>\$ 264,551</u>

See notes to financial statements.

SCHOOL OF AMERICAN BALLET, INC.**NOTES TO FINANCIAL STATEMENTS****AUGUST 31, 2018****Note 1 - Organization and Summary of Significant Accounting Policies****a - Organization**

The School of American Ballet, Inc. (the "School") was founded in 1934 by George Balanchine and Lincoln Kirstein and will be recognizing its 85th anniversary during the 2018 - 2019 school year. The School is incorporated in the State of New York as a not-for-profit institution. It is the preeminent classical dance academy in the United States, known both nationally and internationally for its professional training curriculum.

b - Cash and Cash Equivalents

The School considers all short-term highly liquid investments, such as money market funds and certificates of deposit with maturities of six months or less, to be cash equivalents, except for cash and short-term investments managed by the School as part of its long-term investment strategies.

c - Contributions and Unconditional Promises to Give

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

The School uses the allowance method to determine uncollectible promises to give. The allowance is based on prior years' experience and management's analysis of specific promises made. No reserve for uncollectible amounts was required at August 31, 2018 or 2017.

d - Property and Equipment

Property and equipment are recorded at cost and depreciated using the straight-line method over the estimated useful lives of the assets.

e - Investments

The School reflects investments at fair value in the statement of financial position. Interest, dividends and realized and unrealized gains and losses on investments are reflected in the statement of activities as increases and decreases in unrestricted net assets unless their use is temporarily or permanently restricted by explicit donor stipulations or by law. Investment income restricted by the donor is reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the income is recognized.

SCHOOL OF AMERICAN BALLET, INC.**NOTES TO FINANCIAL STATEMENTS****AUGUST 31, 2018****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****e - Investments (continued)**

The fair values of investment funds and limited partnership investments not publicly traded on national security exchanges represent the School's pro rata interest in the net assets of each investment and are based on financial information determined and reported by investment managers, subject to review, evaluation, and adjustment by the management of the School or on the basis of other information developed, obtained, and evaluated periodically by the School. Because of inherent uncertainties in the valuation of certain alternative investments, those estimated fair values may differ significantly from the values that would have been used had a ready market for the investments existed.

f - Fair Value Measurements

Fair value is an estimate of the exit price, representing the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants (i.e., the exit price at the measurement date). Fair value measurements are not adjusted for transaction costs. A fair value hierarchy prioritizes inputs to valuation techniques used to measure fair value into three levels.

Unadjusted quoted prices in active markets for identical assets or liabilities are referred to as Level 1 inputs. Inputs other than quoted market prices that are observable, either directly or indirectly, and reasonably available are referred to as Level 2 inputs. Observable inputs reflect the assumptions market participants would use in pricing the asset or liability and are developed based on market data obtained from sources independent of the School. Unobservable inputs reflect the assumptions developed by the School based on available information about what market participants would use in valuing the asset or liability and are referred to as Level 3.

An asset or liability's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Availability of observable inputs can vary and is affected by a variety of factors. Establishing the value of Level 3 assets and liabilities involves greater judgment than Level 1 or Level 2 assets or liabilities.

g - Deferred Income

Deferred income includes tuition, room and board fees and other revenues relating to future periods and are recognized in the period the classes or other services take place.

SCHOOL OF AMERICAN BALLET, INC.**NOTES TO FINANCIAL STATEMENTS****AUGUST 31, 2018****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****h - Deferred Financing Costs**

The School incurred financing costs in connection with the long-term financing obligation. These costs are recorded as a reduction in the financing obligation payable and amortization of the costs is reported as interest expense over the life of the obligation.

i - Financial Statement Presentation

The School reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets and permanently restricted net assets.

j - Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

k - Tax Status

The School is a not-for-profit corporation exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and has been designated as a corporation which is not a private foundation. Contributions to the School are tax deductible to contributors as provided by law.

l - Subsequent Events

The School has evaluated subsequent events through January 15, 2019, the date that the financial statements are considered available to be issued.

m - New Accounting Pronouncements

In August 2016, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2016-14, *"Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities"*. The ASU amends the current reporting model for nonprofit organizations and enhances their required disclosures. The major changes include: (a) requiring the presentation of only two net asset classes now entitled "net assets without donor restrictions" and "net assets with donor restrictions"; (b) requiring the disclosure of quantitative and qualitative information regarding liquidity and availability of resources; (c) requiring that all nonprofits present an analysis of expenses by function and nature and disclose the methods used to allocate costs; and (d) modifying other financial statement reporting requirements and disclosures intended to increase the usefulness of nonprofit financial statements. ASU 2016-14 is effective for fiscal years beginning after December 15, 2017, with early adoption permitted. The Organization is currently evaluating the impact of ASU 2016-14 on its financial statements.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 2 - Net Assets

Net assets consist of the following:

	<u>2018</u>			<u>Total</u>	<u>2017</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>		<u>Total</u>
Operating	\$ 16,018	\$ 970,536	\$ -	\$ 986,554	\$ 900,456
Board designated endowment	39,485,730	-	-	39,485,730	37,953,187
Operating reserve	-	-	-	-	468,446
Plant	8,765,474	-	-	8,765,474	9,529,306
Donor restricted endowment	<u>(4,417,141)</u>	<u>2,509,742</u>	<u>38,582,605</u>	<u>36,675,206</u>	<u>34,937,154</u>
Total 2018	<u>\$43,850,081</u>	<u>\$3,480,278</u>	<u>\$38,582,605</u>	<u>\$85,912,964</u>	
Total 2017	<u>\$43,860,110</u>	<u>\$2,975,843</u>	<u>\$36,952,596</u>		<u>\$83,788,549</u>

a - Board Designated

The School's Board of Directors has directed that certain unrestricted funds be treated as funds functioning as endowment to support the School's on-going programs and ensure its ability to meet future needs. Following the School's spending policy, as described in Note 9, a portion of the income from the board designated endowment is applied to scholarships, faculty salaries and other operating expenses.

In addition, the School's Board had designated funds as an operating reserve, which provided for operating and capital contingencies.

As more fully described in Note 9, there is a deficiency in donor restricted endowment funds. This deficiency is currently offset by the board designated endowment.

b - Temporarily Restricted Net Assets

Temporarily restricted net assets are restricted for the following:

	<u>2018</u>	<u>2017</u>
Future programs	\$ 819,376	\$ 822,044
Future periods	151,160	63,093
Accumulated endowment earnings	<u>2,509,742</u>	<u>2,090,706</u>
	<u>\$3,480,278</u>	<u>\$2,975,843</u>

c - Permanently Restricted

Permanently restricted net assets consist of donor restricted funds for endowment.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 3 - Concentration of Credit Risk

The School maintains significant cash balances at two financial institutions, which at times exceed federally insured limits.

Note 4 - Promises to Give

a - Unconditional Promises to Give

Unconditional promises to give are due as follows:

	<u>2018</u>				<u>2017</u>	
	<u>Unrestricted</u>		<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>	<u>Total</u>
	<u>General Operations</u>	<u>Board Designated</u>				
Due in less than one year	\$ 886,972	\$ 243,966	\$397,500	\$1,632,741	\$3,161,179	\$3,228,135
Due in one to five years	292,000	400,854	130,000	1,761,600	2,584,454	4,284,865
Less: Discount to present value	<u>(13,254)</u>	<u>(19,448)</u>	<u>(8,372)</u>	<u>(45,512)</u>	<u>(86,586)</u>	<u>(210,491)</u>
	<u>278,746</u>	<u>381,406</u>	<u>121,628</u>	<u>1,716,088</u>	<u>2,497,868</u>	<u>4,074,374</u>
Total 2018	<u>\$1,165,718</u>	<u>\$ 625,372</u>	<u>\$519,128</u>	<u>\$3,348,829</u>	<u>\$5,659,047</u>	
Total 2017	<u>\$1,433,730</u>	<u>\$1,097,251</u>	<u>\$283,505</u>	<u>\$4,488,023</u>		<u>\$7,302,509</u>

Unconditional promises to give due after one year have been discounted to net present value using a discount rate of 3% per annum.

b - Conditional Promises to Give

During 2016, the School was approved for a grant of \$2,000,000 to be used to endow the Diversity Initiative to be matched one-half-to-one with newly received gifts of cash. The School has secured matching pledges of \$1,130,875. The grant will be recorded as support if and when payments from the matching gifts are received. During the years ended August 31, 2018 and 2017, matching funds of \$200,050 and \$211,540, respectively, were received, and grant funds in the amount of \$400,000 were received and recorded as public support income in each year. As of August 31, 2018, a total of \$800,000 in grant funds has been received and recorded as public support income.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 5 - Investments

Investments are reflected at fair value and are summarized as follows:

	<u>2018</u>		<u>2017</u>	
	<u>Cost</u>	<u>Fair Value</u>	<u>Cost</u>	<u>Fair Value</u>
Cash held for investment	\$ 3,821,854	\$ 3,821,854	\$ 3,952,158	\$ 3,952,158
Investment Funds:				
Equity	39,483,726	44,749,272	35,938,964	40,307,987
Fixed income	9,620,152	9,355,012	7,518,444	7,518,868
Alternative Investments:				
Hedge fund investments	12,368,156	14,621,198	13,735,146	16,052,511
Real estate	569,874	521,084	762,893	678,282
Private secondary funds	<u>50,922</u>	<u>65,169</u>	<u>-</u>	<u>-</u>
	<u>\$65,914,684</u>	<u>\$73,133,589</u>	<u>\$61,907,605</u>	<u>\$68,509,806</u>

Included in alternative investments are investment funds and limited partnerships which hold investments in domestic and international equities, debt securities and real estate. The operating activities of some of these limited partnerships and investment funds may involve trading, directly or indirectly, in derivative financial investments that involve varying degrees of market and credit risk.

The following summarizes the fair value of the investments measured at August 31:

	<u>2018</u>			
	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Investments Measured at Fair Value				
Cash held for investment	\$ 3,821,854	\$ 3,821,854	\$ -	\$ -
Investment Funds:				
Equity	27,958,165	27,958,165	-	-
Fixed income	<u>7,562,741</u>	<u>7,562,741</u>	<u>-</u>	<u>-</u>
Total Assets in Fair Value Hierarchy	39,342,760	<u>\$39,342,760</u>	<u>\$ -</u>	<u>\$ -</u>
Investments measured at net asset value	<u>33,790,829</u>			
Total Investments	<u>\$73,133,589</u>			

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 5 - Investments (continued)

	<u>2017</u>			
	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Investments Measured at Fair Value				
Cash held for investment	\$ 3,952,158	\$ 3,952,158	\$ -	\$ -
Investment Funds				
Equity	26,208,054	26,208,054	-	-
Fixed income	<u>5,721,500</u>	<u>5,721,500</u>	<u>-</u>	<u>-</u>
Total Assets in Fair Value Hierarchy	35,881,712	<u>\$35,881,712</u>	<u>\$ -</u>	<u>\$ -</u>
Investments measured at net asset value	<u>32,628,094</u>			
Total Investments	<u>\$68,509,806</u>			

The investments measured at net asset value included in the School's investment portfolios are redeemable based upon the following terms and conditions at August 31, 2018:

Daily redemption	\$ 1,877,466
Weekly	2,996,565
Semi-monthly	1,792,271
Monthly redemption	15,554,833
Quarterly redemption	8,029,586
Annual redemption	2,211,730
No opportunity for discretionary redemption	1,323,706
Investment redeemed - waiting for release	<u>4,672</u>
	<u>\$33,790,829</u>

Management estimates that the majority of the alternative investments for which there is no opportunity for discretionary redemption could be liquidated within five years.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 5 - Investments (continued)

The following summarizes investment return in the statement of activities as of August 31:

	<u>2018</u>	<u>2017</u>
Interest and dividends	\$ 815,165	\$ 780,156
Net realized gains	<u>3,059,519</u>	<u>160,826</u>
Investment Income	3,874,684	940,982
Net unrealized gains on investments	616,704	6,295,102
Direct investment expenses	<u>(454,521)</u>	<u>(414,121)</u>
Total Investment Return	<u>\$4,036,867</u>	<u>\$6,821,963</u>

The School has committed to invest \$2,750,000 in two investment funds that make periodic capital calls. Investment in these funds cannot be withdrawn except on consent of the fund itself. As of August 31, 2018, \$768,496 of these commitments remain outstanding.

The School's alternative investments are diversified across three basic investment strategies as follows:

Hedge Fund Investments

The School invests in a range of hedge fund strategies that encompass both direct fund investments as well as fund of funds investments. The underlying investments of this alternative asset category encompass a broad spectrum of strategies primarily involving marketable securities and with an ultimate objective of taking advantage of market mispricings to generate attractive risk-adjusted returns with limited market sensitivity. The mix of underlying investments includes event-driven strategies seeking to exploit mispricings driven by shorter term market events such as a merger, spinoff, corporate reorganization or transition. Underlying investments also include strategies seeking to benefit from providing capital to companies in distress, working through bankruptcy or requiring short term infusions of liquidity. Further, the hedge funds' strategies also incorporate long/short equity investments in which managers seek to generate returns on both long and short positions in marketable equities, thereby seeking equity-like returns with reduced volatility and greater downside protection.

Real Estate

The School invests in illiquid, limited partnership investments in real estate opportunities via funds of funds. The underlying partnerships invest in the debt and equity of real estate investments focused on the purchase and development, improvement, and management of residential, commercial and industrial real estate. Value added is sought through improvements in rental income and gains from the eventual property sales.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 5 - Investments (continued)

Private Secondary Funds

The School invests in illiquid, limited partnership investments in private equity and venture capital opportunities via fund of funds. The underlying partnerships invest in companies expected to grow in value and return capital to the School. Additional value is created by purchasing these partnership investments at a discount.

Note 6 - Constituency Agreements

a - The School of American Ballet, Inc. is an official Constituent of Lincoln Center for the Performing Arts, Inc. ("Lincoln Center"). As a Constituent, the School remains independent but is entitled to representation on various Lincoln Center boards and councils and may use the Lincoln Center name. Lincoln Center, in turn, is allowed to name the School as a Constituent. The School participates in the Lincoln Center Corporate Fund drive. In fiscal years 2018 and 2017, the Corporate Fund drive paid \$129,113 for each year to the School for operating support and, in return, the School solicited corporate contributions only for special purposes. The School also shared in proceeds from the Lincoln Center Alternative Investment Industry Gala, receiving \$113,524 in 2018 and \$53,968 in 2017.

b - The School entered into an agreement (the "Agreement") with various institutions and Lincoln Center (the "Participants") whereby they participated in the construction of The Samuel B. and David Rose Building at Lincoln Center, which is owned by Lincoln Center, and used for educational, performing and residential purposes. Each Participant was responsible for its agreed-upon share of design and construction costs. The School occupies educational and residential space in the Rose Building under the terms of a proprietary lease with Lincoln Center. The initial lease term will expire on December 31, 2085 and may be renewed at the lessee's option for any number of 99-year terms.

Rose Building operating expenses for fiscal years 2018 and 2017 were \$2,578,275 and \$2,500,416, respectively. The charges are based on the School's share of the costs to operate the facility. This amount is allocated to the appropriate departments to represent normal operating usage patterns partially based on cubic feet and partially based on additional building projects undertaken, relating directly to specific departments. The totals per department were:

	2018	2017
1) Teaching and other artistic programs	\$ 891,381	\$ 847,931
2) Student services and residence	1,344,056	1,326,357
3) General administration	159,991	152,193
4) Development	182,847	173,935
	<u>\$2,578,275</u>	<u>\$2,500,416</u>

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 7 - Property, Equipment and Land

Property, equipment and land consist of the following:

	<u>Life</u>	<u>2018</u>	<u>2017</u>
Furniture, equipment and computers	3-10 years	\$ 3,373,734	\$ 3,368,305
Capitalized Construction Costs:			
Interior costs	20 years	13,413,852	13,196,994
Core and shell costs	20-40 years	20,250,104	19,988,024
Studio construction costs	30 years	7,307,784	7,307,784
Construction in progress		<u>924,296</u>	<u>-</u>
		45,269,770	43,861,107
Less: Accumulated depreciation		<u>(28,896,659)</u>	<u>(27,762,273)</u>
		16,373,111	16,098,834
Land		<u>2,067,047</u>	<u>2,067,047</u>
		<u>\$18,440,158</u>	<u>\$18,165,881</u>

Total depreciation expense for the years ended August 31, 2018 and 2017 was \$1,134,386 and \$1,148,285, respectively.

Note 8 - Financing Obligation

In 2016, the School refinanced bonds payable that had been issued in 2006 to finance construction of studios and other capital improvements. On March 3, 2016, The Trust for Cultural Resources of the City of New York (the "Trust") issued Revenue Bonds ("Bonds") in the amount of \$8,845,000. The bonds refinanced previously issued bonds by the Trust in the amount of \$8,600,000. The balance of the new bond proceeds were used for transaction costs. The Bonds were purchased by a bank and mature July 1, 2036. Interest is due monthly at a rate of 2.95% per annum. Bond interest expense for the years ended August 31, 2018 and 2017 on the refinanced bonds was \$264,551.

The Bonds are secured with the School's assets except for those assets specifically limited by donor restriction or other agreement.

The financing obligation payable is reduced by deferred financing costs. At August 31, 2018 and 2017, the deferred financing costs have a balance of \$261,534 and \$276,470, net of accumulated amortization of \$37,188 and \$22,252, respectively. The amortization, which is reported as interest expense, was \$14,936 for the years ended August 31, 2018 and 2017.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 8 - Financing Obligation (continued)

At August 31, 2018 and 2017, the financing bond payables are as follows:

	2018	2017
Bond principal as issued	\$8,845,000	\$8,845,000
Less: Unamortized deferred financing costs	(261,534)	(276,470)
Financing Obligation Payable, Net of Unamortized Deferred Financing Costs	\$8,583,466	\$8,568,530

Note 9 - Endowment Funds

The School's endowment consists of numerous individual funds established for a variety of purposes and includes both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments. Endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Consistent with the New York Prudent Management of Institutional Funds Act ("NYPMIFA"), the School classifies as permanently restricted net assets the original value of gifts donated to the permanent endowment. In addition, certain gifts specify that realized and unrealized gains and losses be retained in permanently restricted net assets.

The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the School.

The income earned on the permanently restricted net assets is used for the general operations of the School or the restricted purposes designated by the donor. Such restricted purposes include: scholarships, apprentice support, faculty chairs, Workshop performance, diversity program, pianist positions and music program.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 9 - Endowment Funds (continued)

In accordance with NYPMIFA, the School considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (i) the duration and preservation of the endowment fund;
- (ii) the purposes of the School and the endowment fund;
- (iii) general economic conditions;
- (iv) the possible effect of inflation or deflation;
- (v) the expected total return from income and the appreciation of investments;
- (vi) other resources of the School;
- (vii) where appropriate and circumstances would otherwise warrant, alternatives to expenditure of the endowment fund, giving due consideration to the effect that such alternatives may have on the School; and
- (viii) the investment policy of the School

The composition of the School's invested endowment funds, by type of fund and net asset classification, is summarized as follows:

	<u>2018</u>			<u>Total</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	
Donor-restricted endowment funds	\$(4,417,141)	\$2,509,742	\$35,210,348	\$33,302,949
Board designated endowment funds	<u>35,472,703</u>	-	-	<u>35,472,703</u>
Total Endowment Funds	<u>\$31,055,562</u>	<u>\$2,509,742</u>	<u>\$35,210,348</u>	<u>\$68,775,652</u>
	<u>2017</u>			<u>Total</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	
Donor-restricted endowment funds	\$ (4,106,149)	\$2,090,706	\$32,441,870	\$30,426,427
Board designated endowment funds	<u>35,832,349</u>	-	-	<u>35,832,349</u>
Total Endowment Funds	<u>\$31,726,200</u>	<u>\$2,090,706</u>	<u>\$32,441,870</u>	<u>\$66,258,776</u>

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 9 - Endowment Funds (continued)

Changes in the School's invested endowment funds are summarized as follows:

	2018			Total
	Unrestricted	Temporarily Restricted	Permanently Restricted	
Endowment funds, beginning of year	<u>\$31,726,200</u>	<u>\$2,090,706</u>	<u>\$32,441,870</u>	<u>\$66,258,776</u>
Investment Return:				
Investment income, net of fees and other expenses	163,608	249,562	(66,212)	346,958
Net appreciation (realized and unrealized)	<u>1,683,658</u>	<u>1,317,040</u>	<u>536,930</u>	<u>3,537,628</u>
Total Investment Return	<u>1,847,266</u>	<u>1,566,602</u>	<u>470,718</u>	<u>3,884,586</u>
Contributions, royalties and payments on pledges	<u>453,829</u>	-	<u>2,197,760</u>	<u>2,651,589</u>
Appropriation of endowment earnings for expenditure	<u>(1,801,294)</u>	<u>(1,167,595)</u>	-	<u>(2,968,889)</u>
Appropriation for campaign expenses	<u>(343,569)</u>	-	-	<u>(343,569)</u>
Appropriation for renovation expense	<u>(706,841)</u>	-	-	<u>(706,841)</u>
Redesignation of contribution by donor	<u>(120,029)</u>	<u>20,029</u>	<u>100,000</u>	-
Endowment Funds, End of Year	<u>\$31,055,562</u>	<u>\$2,509,742</u>	<u>\$35,210,348</u>	<u>\$68,775,652</u>
	2017			Total
	Unrestricted	Temporarily Restricted	Permanently Restricted	
Endowment funds, beginning of year	<u>\$29,851,959</u>	<u>\$ 777,712</u>	<u>\$29,161,867</u>	<u>\$59,791,538</u>
Investment Return:				
Investment income, net of fees and other expenses	147,256	221,898	(69,088)	300,066
Net appreciation (realized and unrealized)	<u>3,083,606</u>	<u>2,218,872</u>	<u>953,528</u>	<u>6,256,006</u>
Total Investment Return	<u>3,230,862</u>	<u>2,440,770</u>	<u>884,440</u>	<u>6,556,072</u>
Contributions, royalties and payments on pledges	<u>816,873</u>	-	<u>2,420,563</u>	<u>3,237,436</u>
Appropriation of endowment earnings for expenditure	<u>(1,836,580)</u>	<u>(1,125,258)</u>	-	<u>(2,961,838)</u>
Appropriation for campaign expenses	<u>(364,432)</u>	-	-	<u>(364,432)</u>
Redesignation of contribution by donor	<u>27,518</u>	<u>(2,518)</u>	<u>(25,000)</u>	-
Endowment Funds, End of Year	<u>\$31,726,200</u>	<u>\$2,090,706</u>	<u>\$32,441,870</u>	<u>\$66,258,776</u>

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 9 - Endowment Funds (continued)

The permanently restricted endowment is comprised of a significant number of donor funds. Some of these funds reflect an excess of earnings over appropriations, some reflect deficits of earnings over appropriations.

The fair value of assets associated with individual donor restricted endowment funds may fall below the level required to be retained as a fund of perpetual duration. The deficiencies of this nature were \$4,417,141 and \$4,106,149 at August 31, 2018 and 2017, respectively.

The School utilizes a Board-approved spending policy providing income for operations. It is calculated using a twenty-quarter average of the total market value of investments as of the last day of February of the preceding fiscal year. The School's draw of investment income for operations has been set by the School's Board of Directors at 5% based on this formula, which is consistent with NYPMIFA guidelines. The Board approved the transfer to operations of \$2,968,889 in 2018 and \$2,961,838 in 2017.

The School has adopted investment and spending policies for endowment assets that endeavor to provide a stream of funding for the School's operations while seeking to preserve the purchasing power of the endowment's assets.

All of the School's investments are pooled to facilitate their management. The School manages its pooled investments on a total return basis. The School's investment guidelines anticipate allocation of funds across a number of asset classes. Dividends, interest and net realized and unrealized gains (losses) are allocated to the various funds.

Note 10 - Student Financial Aid

Of the combined tuition and room and board fees (Statement of Activities - Revenues and Support), approximately 32% represents financial aid in fiscal years 2018 and 2017.

The School records the value of tuition and residence scholarships as revenue with a corresponding amount as financial aid expense as follows:

	<u>2018</u>	<u>2017</u>
Tuition	\$1,237,010	\$1,175,770
Room and board fees	<u>495,838</u>	<u>502,370</u>
	<u>\$1,732,848</u>	<u>\$1,678,140</u>

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 10 - Student Financial Aid (continued)

In addition, the School provided cash support for certain external academic expenses and other student aid in the amounts of \$209,135 and \$268,665 in fiscal years 2018 and 2017, respectively.

Note 11 - Special Events

The following is a summary of the net income generated by fundraising events held in fiscal years 2018 and 2017:

	<u>2018</u>	<u>2017</u>
Gross event income	\$2,181,338	\$2,406,708
Direct expenses	<u>(383,393)</u>	<u>(395,070)</u>
	1,797,945	2,011,638
Indirect expenses	<u>(208,113)</u>	<u>(229,769)</u>
Net Income from Events	<u>\$1,589,832</u>	<u>\$1,781,869</u>

Note 12 - Interfund Appropriations

Interfund appropriations for the years ended August 31, 2018 and 2017 are as follows:

	<u>2018</u>			<u>2017</u>		
	<u>General Operations</u>	<u>Board Designated and Other</u>	<u>Plant</u>	<u>General Operations</u>	<u>Board Designated and Other</u>	<u>Plant</u>
Transfer for:						
Rose building plant improvement	\$ -	\$(262,080)	\$262,080	\$ -	\$(262,080)	\$262,080
Financing obligation fees	(301,506)	-	301,506	(309,919)	-	309,919
Board designated operating reserve	206,366	(206,366)	-	-	-	-
Other capital expenditure	<u>(5,429)</u>	<u>-</u>	<u>5,429</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ (100,569)</u>	<u>\$ (468,446)</u>	<u>\$ 569,015</u>	<u>\$ (309,919)</u>	<u>\$ (262,080)</u>	<u>\$ 571,999</u>

SCHOOL OF AMERICAN BALLET, INC.**NOTES TO FINANCIAL STATEMENTS****AUGUST 31, 2018****Note 13 - Retirement and Pension Plans****a - Retirement Plan**

The School has a retirement plan established for all full-time staff members to which the School, after one year of service, contributes a discretionary amount on behalf of eligible employees toward the purchase of annuity contracts. The School's contributions vest to employees over a period of three years. The retirement plan expense amounted to \$212,238 and \$222,741 during fiscal years 2018 and 2017, respectively. These contributions were based on a contribution rate of 5% of each participant's regular annual compensation.

b - Union Pension Plan

The School contributes to a multiemployer defined benefit pension plan benefitting unionized employees. The School employs orchestra members generally for a week or less. This orchestra accompanies the School's annual workshop performance at the end of the Winter Term. Orchestra personnel are union represented under a collective-bargaining agreement. The risks of participating in this multiemployer plan are:

- Assets contributed to the multiemployer plan by one employer may be used to provide benefits to employees of other participating employers.
- If a participating employer stops contributing to the plan, the unfunded obligations of the plan may be borne by the remaining participating employers.
- If the School chooses to stop participating in its multiemployer plan, the School may be required to pay the plan an amount based on the underfunded status of the plan, referred to as a withdrawal liability.

The School's participation in this plan is summarized below. The "EIN/Pension Plan Number" column provides the Employee Identification Number (EIN) and the three-digit plan number, if applicable. The most recent Pension Protection Act (PPA) zone status available in 2018 and 2017 is for the plan's year end at March 31, 2018 and 2017, respectively. The zone status is based on information that the School received from the plan and is certified by the plan's actuary. Among other factors, plans in the red zone are generally less than 65% funded, plans in the yellow zone are less than 80% funded, and plans in the green zone are at least 80% funded. The "FIP/RP Status Pending/Implemented" column indicates whether a financial improvement plan (FIP) or a rehabilitation plan (RP) is either pending or has been implemented. The last column lists the expiration date of the collective-bargaining agreement to which the plan is subject, as applicable.

SCHOOL OF AMERICAN BALLET, INC.

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2018

Note 13 - Retirement and Pension Plans (continued)b - Union Pension Plan (continued)

<u>Pension Fund</u>	<u>EIN/Pension Plan Number</u>	<u>Pension Protection Act Zone Status</u>		<u>FIP/RP Status Pending/ Implemented</u>	<u>Contributions of the School</u>		<u>Surcharge Imposed</u>	<u>Expiration Date of Collective Bargaining Agreement</u>
		<u>2017</u>	<u>2016</u>		<u>2018</u>	<u>2017</u>		
Associated Musicians of Greater New York Local 802, American Federation of Musicians AFL-CIO	51-6120204/001	Red	Red	Implemented	<u>\$9,701</u>	<u>\$8,518</u>	Yes	December 31, 2020

The School's contributions to this plan listed above are not greater than 5% of the total plan contributions.

Note 14 - Functional Allocation of Expenses

The cost of providing various programs and supporting services has been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and the supporting services in reasonable ratios determined by management.

Expenses by functional classification for fiscal years 2018 and 2017 are as follows:

	<u>2018</u>	<u>2017</u>
Operating expenses	\$13,966,418	\$12,959,546
Capital campaign expense	84,286	343,569
Gift annuity expense	<u>14,962</u>	<u>17,791</u>
	<u>\$14,065,666</u>	<u>\$13,320,906</u>
Program Services	<u>\$10,146,418</u>	<u>\$ 9,551,866</u>
Supporting Services		
Management and general	2,066,787	1,801,496
Fundraising	<u>1,852,461</u>	<u>1,967,544</u>
Total Supporting Services	<u>3,919,248</u>	<u>3,769,040</u>
Total Expenses	<u>\$14,065,666</u>	<u>\$13,320,906</u>