

## THE WOODSTOCK ACADEMY BOARD OF TRUSTEES NOTICE OF MEETING

### AGENDA

Date: Tuesday, October 19, 2021  
Time: 7:00 p.m.  
Location: Zoom and the Barbara Child Room on South Campus

Option #1: Join Zoom Meeting (use the link to the conference):

<https://us02web.zoom.us/j/84401605819?pwd=WVlXRXRVenGTm5qOHBtMnp3SlppQT09>

Meeting ID: 844 0160 5819

Passcode: 1TdjnK

—OR—

Option #2: Join Zoom Meeting by Phone

**Dial: (646) 558 8656**

Meeting ID: 844 0160 5819

Passcode: 478584

1. Call to Order
2. Student Council Report
3. Community Participation—please email your comments before 6:00 p.m. to [jwoodland@woodstockacademy.org](mailto:jwoodland@woodstockacademy.org)
4. Secretary's Report—Minutes of September 21, 2021 (Attachment 1)
5. Board Reports
  - a. President's Report
    - i. Correspondence (Attachment 2)
    - ii. CAIS Annual Governance Conference
    - iii. Annual Holiday Gathering—December 4, 2021, from 4:00 – 6:30
  - b. Committee Reports - questions/discussion on reports provided in packet (Attachment 3)
6. Woodstock Academy Administration Reports
  - a. Associate Head of School for Finance and Operations Report (Attachment 4)
    - i. 2021-2022 Budget Update
    - ii. Academy Building Project Update
    - iii. 2020-2021 Audit Update
    - iv. Other
    - v. Board questions/discussion
  - b. Associate Head of School Report
    - i. October Update (Attachment 5)
    - ii. Academic Report (Attachment 6)
    - iii. Board questions/discussion

- c. Associate Head of School for Advancement
  - i. Inspire 150 Campaign Update
  - ii. Annual Giving Day on October 27, 2021
  - iii. Foundation Director's Ballot Results (Attachment 7)
  - iv. Other
  - v. Board questions/discussion
- d. Head of School Report
  - i. Diversity, Equity, and Inclusion Presentation / Discussion (Attachment 8)
  - ii. Other
  - iii. Board questions/discussion
- 7. Other Items
- 8. Executive Session—Legal Update
- 9. Possible Action Based on Executive Session
- 10. Adjournment

*The Woodstock Academy prepares all students by providing diverse opportunities through a rigorous curriculum and a variety of programs in order to cultivate the necessary skills to become lifelong learners and global citizens.*

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 1

### 4. Secretary's Report—Minutes of September 21, 2021

**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
September 21, 2021



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha (6:52); Beckwith, Martha; Bentley, Cary; Blackmer, Robert; Carabeau, Garry; Duvall, Nancy (C); Ellsworth, Robert (E) (until 6:40); Higgins, Edwin; Kelly, Paul; Larrow, Jeff; Livernois, Jay (Ex-Officio); McGinn, Walter; Morse, David; Paquette, Philippa; Quinn, Eric; Rhynhart, Hans; Samborowski, Len; Trivella, Joan; Tuttle, Brent (P) (7:15)

**ADMINISTRATION:** Sandford, Chris; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Perkins-Banas, Melissa; Rich, Matthew; Swenson, Christine; Young, Scott

**1. Call to Order**

The meeting was called to order by Vice President Higgins at 6:32 p.m.

**2. Board of Trustees Self-Evaluation Workshop**

Vice President Higgins welcomed the group and thanked those who participated in the Governance Committee meetings that shaped this Retreat. He provided an overview of the evening's schedule, which was divided into three sections.

Reintroduction of Trustees

Trustees were paired off in order to learn the answers to "getting to know you" questions. Afterward, each member shared what they learned about each other with the larger group.

Full Board Discussion, "What are we looking for in new Board Members?"

Trustees generated a list of general attributes for all Trustees which included: having good listening skills, financial acumen, college experience, wide perspective, appreciation of the arts, international/global perspective, preparation, community connectedness, B&G/facilities experience, business background/experience, communication skills, sending town board of education experience and the ability/desire to ask hard questions.

Desirable characteristics for Trustees of the Corporation might include having a good historical perspective, knowledge of the school, business/fundraising experience, a background in international or continental recruitment, an appreciation for the WA experience, adherence/appreciation of WA standards, an understanding of the history of the WA BOT, and being an advocate for the school.

Desirable characteristics for Trustees of the Community might include having a different experience or perspective about education, having contrasting life experiences, being a community "sensor," having an interest in the school, or having a background in social work, clinical health, mental health, diversity & inclusion, or in a variety of other fields.

Desirable characteristics for Trustees of the Sending Towns might include having BOE or CABE experience, someone who appreciates how Board actions directly impact students, being actively involved and prepared for meetings, having an understanding of budgetary constraints and an awareness of WA finances, being an effective communication liaison with their Board of Education, and avoiding a personal agenda. Maintaining good relationships with sending town officials is also important.



#### Full Board Discussion, "What should Board orientation look like?"

The large group discussion continued. Trustees agreed to become more involved with the orientation process to support the efforts already made by administration. It was agreed a representative from the BOT should be the point person to assign mentors and clarify BOT responsibilities and expectations with new members—similar to the role David Teed played in the past. At the time, no specific BOT member was selected for this role. Offering a virtual or in-person campus tour, providing new members with a copy of our history, and reviewing/updating the existing Board policy about orientation were each deemed important. The Nominating Committee was mentioned as a key component of this process.

### **3. Other Items**

The group offered feedback on the Retreat, saying how much they appreciated the opportunity to get to know each other better and to discuss their role without conducting other Board business. It was noted that after being reminded of the wide array of professional and personal backgrounds/strengths of the existing Board members, the efforts of Nominating Committee over the years seem to be validated.

### **4. Adjournment**

**MOTION:** (Samborowski/Duvall) To adjourn the meeting at 8:54 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

*The Woodstock Academy prepares all students by providing diverse opportunities through a rigorous curriculum and a variety of programs in order to cultivate the necessary skills to become lifelong learners and global citizens.*

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 2

- 5. Board Reports
  - a. President's Report
    - i. Correspondence

# WOODSTOCK PUBLIC SCHOOLS

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October 14, 2021

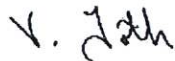
Christine Swenson  
President  
Woodstock Academy Board of Trustees

Dear Christine,

The Woodstock Public Schools High School Contract Negotiations Committee is requesting a joint meeting with appropriate members of the Woodstock Academy Board of Trustees to address contractual concepts discussed by Mr. Sanford and Mr. Toth regarding developing a new contract between Woodstock Academy and the Woodstock Public Schools.

I would like to thank you in advance for your consideration of this request. A meeting such as this should be an important step forward in formalizing a new contract between our schools. Please respond by the end of October so that we can proceed in a timely manner.

Sincerely,



Viktor Toth  
Superintendent of Schools

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**Viktor Toth**

Superintendent of Schools  
tothv@woodstockschoools.net

Woodstock, Connecticut 06281

Telephone: 860.928.7453

Fax: 860.928.0206

**Subject:** FW: Contract Discussion Request  
**Date:** Friday, October 15, 2021 at 9:05:20 AM Eastern Daylight Time  
**From:** Christopher Sandford  
**To:** Viktor Toth, David Morse, Christine Swenson (External)  
**CC:** Julie Woodland, Christopher Sandford  
**Attachments:** BOT Contract Discussions.docx, image001.png

Viktor:

I hope this finds you well during this challenging time.

On behalf of President Swenson and Negotiating Chair Morse, we truly appreciate the letter to help move this process forward.

I spoke to Negotiating Chair Morse, and he is requesting a list of proposals in advance of any meeting so our Negotiating Committee can review them ahead of time. This will allow the process to be much more efficient than it has been.

Once we get the formal proposals, we can set a meeting.

At this point our committee does not have any formal proposals; minus the one concept we have spoken about. But we can send that concept along to you if you would like.

Thank you again for formally reaching out so we can start talking about the requests that the Woodstock Board of Education has.

Have a great weekend,

Chris



**Christopher Sandford**  
*He/Him/His*  
Head of School  
The Woodstock Academy  
57 Academy Road  
Woodstock, CT 06281  
(860) 928-6575 ext. 1111







October 4, 2021

Pomfret Board of Education  
20 Pomfret Street  
Pomfret, CT 06259

Dear Members of the Pomfret Board of Education:

We hope this letter finds you healthy and well.

On behalf of the Board of Trustees and the entire Woodstock Academy Community, I want to thank you for allowing several of us to attend your September Board of Education meeting. It was our pleasure to provide a presentation on the many things going on at The Academy.

As we all know with the recent pandemic, some of the student data did not paint a clear picture of student growth. However, even with this limited data, it was clear that Pomfret students saw continued success. We are hopeful that as we return to "normal" our data will continue to show the historic student accomplishments we have seen in the past.

The Pomfret community, like all our sending town communities, plays an integral part of what makes The Woodstock Academy such a dynamic institution and we appreciate your continued partnership.

Thank you for the educational opportunities you continue to provide to your students and please let us know if we can be of any assistance.

Sincerely,

Christopher Sandford  
Head of School

Cc. Stephen Cullinan, Superintendent of Pomfret Public Schools  
The Woodstock Academy Board of Trustees



October 5, 2021

To Whom It May Concern:

Enclosed is the final paperwork required to conclude our Historic Restoration Fund Grant process and receive our awarded grant funding.

We thank you for all the help you have provided through this undertaking and appreciate your financial support as we continue to work toward restoring all aspects of this important historical landmark.

Please reach out if you need any additional information to process our request.

Sincerely,

Christopher J. Sandford  
Head of School

Cc: The Woodstock Academy Board of Trustees

Enclosures



September 22, 2021

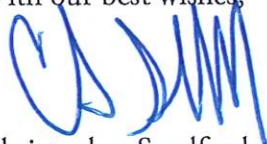
Mr. Matthew Rich  
657 Worcester Street  
Unit 1502  
Southbridge, MA 01550

Dear Mr. Rich:

On behalf of the Board of Trustees, we wish you and your lovely bride, Sarah, a lifetime of happiness as you begin your new future as a married couple.

May the years ahead that you share together be filled with laughter, love and joy. We wish you all the happiness in the world and look forward to seeing you upon your return.

With our best wishes,

  
Christopher Sandford  
Head of School

*Congratulations!*

Cc: Board of Trustees



September 22, 2021

Gary Mala  
EASTCONN Executive Director  
376 Hartford Turnpike  
Hampton, CT 06247

Dear Mr. Mala:

I hope this letter finds you and the entire EASTCONN community safe and healthy.

I want to thank you for the opportunity to provide feedback on the proposed changes to the EASTCONN Board of Directors Bylaws. After reading them carefully, I wanted you to know that I feel the changes are all positive and I am completely in support of them.

In addition, after sending the materials to the full Board of Trustees for review, I only received positive, complimentary feedback from its members.

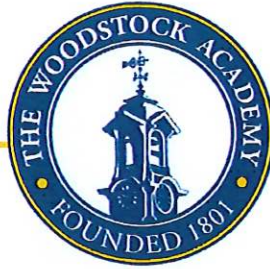
The Academy did a major re-write of our bylaws a few years ago, so I know the work that had to go into your edits. It is not easy, but it is worth the investment to move an organization forward.

Have a great school year,

Christopher Sandford  
Head of School

Cc: Board of Trustees





October 7, 2021

Nathan Gaug  
418 Bigelow Hollow Road  
Eastford, CT 06242

Dear Nathan:

It is with great pleasure that I inform you that you have been chosen to receive the October Head of School's Award. This award is based on commitment to The Woodstock Academy and our community, trustworthiness and respect for peers and staff, as well as leadership and dedication. A student must also be in good academic standing and maintain good or improving grades by passing all classes and be in good disciplinary standing.

The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

Christopher Sandford  
Head of School

Cc. Dr. Donna Leake, Superintendent of Eastford Public Schools  
The Woodstock Academy Board of Trustees  
Counseling Department



October 7, 2021

Conor Stewart  
333 Route 169  
Woodstock, CT 06281

Dear Conor:

It is with great pleasure that I inform you that you have been chosen to receive the October Head of School's Award. This award is based on commitment to The Woodstock Academy and our community, trustworthiness and respect for peers and staff, as well as leadership and dedication. A student must also be in good academic standing and maintain good or improving grades by passing all classes and be in good disciplinary standing.

The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

Christopher Sandford  
Head of School

Cc. Viktor Toth, Superintendent of Woodstock Public Schools  
The Woodstock Academy Board of Trustees  
Counseling Department



October 7, 2021

Thomas Musumeci  
439 Route 197  
Woodstock, CT 06281

Dear Thomas:

It is with great pleasure that I inform you that you have been chosen to receive the September Head of School's Award. This award is based on commitment to The Woodstock Academy and our community, trustworthiness and respect for peers and staff, as well as leadership and dedication. A student must also be in good academic standing and maintain good or improving grades by passing all classes and be in good disciplinary standing.

The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

Christopher Sandford  
Head of School

Cc. Viktor Toth, Superintendent of Woodstock Public Schools  
The Woodstock Academy Board of Trustees  
Counseling Department



October 7, 2021

Hailey McDonald  
198 Paine Road  
Pomfret Center, CT 06259

Dear Hailey:

It is with great pleasure that I inform you that you have been chosen to receive the September Head of School's Award. This award is based on commitment to The Woodstock Academy and our community, trustworthiness and respect for peers and staff, as well as leadership and dedication. A student must also be in good academic standing and maintain good or improving grades by passing all classes and be in good disciplinary standing.

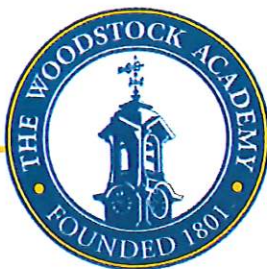
The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

Christopher Sandford  
Head of School

Cc. Stephen Cullinan, Superintendent of Pomfret Public Schools  
The Woodstock Academy Board of Trustees  
Counseling Department





September 2, 2021

Mr. Jon Sturdevant  
207 Route 169  
Woodstock, CT 06281

Dear Mr. Sturdevant:

On behalf of the entire Woodstock Academy community, I want to congratulate you for earning your Certificate in School Management & Leadership from Harvard Business School and Harvard Graduate School of Education.

Your hard work, dedication to The Academy, and ongoing commitment to our mission is greatly appreciated. Thank you for your dedication. We congratulate you on your achievement!

Sincerely,

Christopher J. Sanford  
Head of School

*Congratulations!*

Cc: The Woodstock Academy Board of Trustees  
Lori Wajer, Director of Human Resources  
Employee File



September 21, 2021

Ms. Melissa Cassidy  
177 Campbell Road  
Griswold, CT 06351

Dear Ms. Cassidy:

I am in receipt of your resignation letter from your position as a math teacher dated September 20, 2021. This is to notify you that I accept your resignation on behalf of The Woodstock Academy Board of Trustees.

The Board of Trustees, administration, faculty, staff, and community thank you for your contributions in your department. We wish you all the best in your future endeavors. You will be missed!

Sincerely,

Christopher Sandford  
Head of School

Cc: Board of Trustees  
Holly Singleton, Associate Head of School  
Ronald Rhault, Math Department Chair  
Lori Wajer, Director of Human Resources  
Employee File

*We wish you  
great success on your  
future endeavors!*



September 22, 2021

Mrs. Danielle Gosselin  
32 Country Home Road  
Thompson, CT 06277

Dear Mrs. Gosselin:

I hope this letter finds you and your family well.

I am in receipt of your letter dated September 6, 2021, in which you state you intend to return to work on Thursday, January 27, 2022. This letter is to inform you that we are looking forward to your return on that date.

Feel free to reach out to me or Lori Wajer if you have any specific questions concerning your return.

Please stay safe and we look forward to seeing you in the classroom soon.

Sincerely,

Christopher J. Sandford  
Head of School

*Looking forward  
to your  
return!*

Cc: The Woodstock Academy Board of Trustees  
Holly Singleton, Associate Head of School  
Richard Telford, WAEA President  
Lori Wajer, Director of Human Resources  
Employee File



September 22, 2021

Mr. Robert Jordan  
265 Buff Cap Road  
Tolland, CT 06084

Dear Mr. Jordan: *Rob.*

I am in receipt of your resignation letter from your position as a math teacher dated September 21, 2021. This is to notify you that I accept your resignation on behalf of The Woodstock Academy Board of Trustees.

The Board of Trustees, administration, faculty, staff, and community thank you for your contributions in your department. We wish you all the best in your future endeavors. You will be missed!

Sincerely,

*[Signature]*  
Christopher Sandford  
Head of School

*Thank you for helping  
vs support our mission!  
Good luck in  
the future!*  
*[Signature]*

Cc: Board of Trustees  
Holly Singleton, Associate Head of School  
Ronald Rhault, Math Department Chair  
Lori Wajer, Director of Human Resources  
Employee File





September 28, 2021

Mr. Adam Child  
11 Draper Road  
Framingham, MA 01702

Dear Mr. Child:

I hope this letter finds you and your family well.

I am in receipt of your email dated September 24, 2021, in which you state you intend to return to work on Monday, October 4, 2021. This letter is to inform you that we are looking forward to your return on that date.

Feel free to reach out to me or Lori Wajer if you have any specific questions concerning your return.

Please stay safe and we look forward to seeing you in the classroom soon.

Sincerely,

Christopher J. Sanford  
Head of School

Cc: The Woodstock Academy Board of Trustees  
Holly Singleton, Associate Head of School  
Richard Telford, WAEA President  
Ronald Rhault, Math Department Chair  
Lori Wajer, Director of Human Resources  
Employee File



September 28, 2021

Ms. Areti Filippidis  
57 Academy Road, South Campus  
Woodstock, CT 06281

Dear Ms. Filippidis:

*Areti:*

I am in receipt of your resignation letter from your position as an athletic trainer and a residential life dorm parent dated September 27, 2021. This is to notify you that I accept your resignation on behalf of The Woodstock Academy Board of Trustees.

The Board of Trustees, administration, faculty, staff, and community thank you for your dedication to our students. We wish you all the best in your future endeavors. You will be missed!

Sincerely,

Christopher Sandford  
Head of School

*good luck!*

Cc: Board of Trustees  
Holly Singleton, Associate Head of School  
Michael Susi, Associate Head of School for Finance and Operations  
Bobbie-Jo Saucier, Director of Health Services  
Lori Wajer, Director of Human Resources  
Employee File



To: Members of the Board of Trustees

From: Christopher Sandford, Head of School

Date: September 30, 2021

RE: Vacation schedule

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In accordance with my contract, and for planning purposes, I want to make you aware that I will be out of the country on vacation for these dates:

**July 22, 2022 – August 7, 2022**

Please email or text me through Julie should any issue arise. I don't expect to have a lot of access to cell service on this trip.

Thank you.



October 4, 2021

Mr. Sean Saucier  
P.O. Box 184  
Woodstock, CT 06281

Dear Mr. Saucier: *Sean:*

I want to thank you for your organization and leadership in planning this year's Homecoming week. Coordinating all the athletic contests and activities for our student-athletes is not an easy task, especially during an ongoing pandemic with the constant issue of weather.

Based on the feedback we received, the entire week was very well received and appreciated by many.

Having a memorable Homecoming week is important to our community and plays a larger role in developing a positive and healthy school culture.

Keep up the good work and thank you for your dedication to our mission.

Sincerely,

Christopher Sandford  
Head of School

Cc: Board of Trustees  
Holly Singleton, Associate Head of School  
Employee File





October 4, 2021

Mr. Brad Favreau  
19 Barlow Cemetery Road  
Woodstock Valley, CT 06282

Dear Mr. Favreau:

I want to thank you for your organization and leadership in planning and executing the vision for Alumni Weekend. It was obvious from the feedback we received, that the weekend was well received and appreciated by many.

There were many moving parts, including receptions, dedications, a formal dinner, and a concert. Thanks to your efforts, each went off smoothly. As we all know, Alumni Weekend is an important part of our overall development efforts, and this was a great way to reengage some of our alumni back into our community.

Keep up the good work and thank you for your dedication to our mission.

Sincerely,

Christopher Sandford  
Head of School

Cc: Board of Trustees  
Jon Sturdevant, Associate Head of School for Advancement  
Employee File



October 4, 2021

Mr. Trent Peters  
57 Academy Road, South Campus  
Woodstock, CT 06281

Dear Mr. Peters: *Trent:*

I want to thank you for your organization and leadership in planning this year's Homecoming week. Coordinating all the athletic contests and activities for our student-athletes is not an easy task, especially during an ongoing pandemic with the constant issue of weather.

Based on the feedback we received, the entire week was very well received and appreciated by many.

Having a memorable Homecoming week is important to our community and plays a larger role in developing a positive and healthy school culture.

Keep up the good work and thank you for your dedication to our mission.

Sincerely,

Christopher Sandford  
Head of School

Cc: Board of Trustees  
Holly Singleton, Associate Head of School  
Employee File



October 7, 2021

Ms. Laura Kennedy  
57 Academy Road  
Woodstock, CT 06281

Dear Ms. Kennedy: *Laura*

On behalf of the entire Woodstock Academy community, I want to congratulate you for earning the Academy Champion Award for October 2021.

Similar to the Head of School Awards we bestow upon students each month, an Academy Champion is a faculty or staff person who is recognized for their achievements, efforts, talents and positive energy. Each month, students nominate individuals who have enhanced their learning experience or touched their lives in a meaningful fashion; winners are selected by the Head of School and Associate Head of School.

Your hard work, dedication to The Academy, and ongoing commitment to our mission is greatly appreciated. We congratulate you on your achievement!

Sincerely,

Christopher J. Sanford  
Head of School

*Congratulations!*

Cc: The Woodstock Academy Board of Trustees  
Holly Singleton, Associate Head of School  
Lori Wajer, Director of Human Resources  
Employee File



October 14, 2021

Mr. David Walley  
12 Laurel Drive  
Woodstock, CT 06281

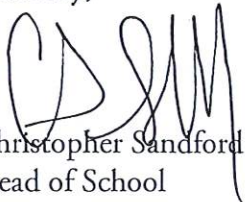
Dear Mr. Walley: *Dave,*

On behalf of the Board of Trustees, I want to thank you for your leadership in coordinating the annual student testing day.

As we have learned, everything over the last few months has become more difficult and time consuming and coordinating a school-wide event during this reality is no easy feat.

Thank you for your leadership and dedication to our mission.

Sincerely,

  
Christopher Sandford  
Head of School

*Thank you!*

Cc: The Woodstock Academy Board of Trustees  
Holly Singleton, Associate Head of School  
Employee File



# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 3

- 5. Board Reports
  - b. Committee Reports

**MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
ACADEMIC COMMITTEE  
September 13, 2021**



These minutes are for  
informational purposes only.

**PRESENT:** Castle, Leah; Harten, Michael; May, Val; Musko, Jason; Paquette, Philippa; Rich, Matthew; Sandford, Chris; Singleton, Holly; To, Thao (Stephanie)--alt.; Walley, David; Woodland, Julie; Young, Scott  
**ABSENT WITH NOTIFICATION:** Favreau, Lennon; Samborowski, Len

**1. Call to Order**

The meeting was called to order by Committee Chair Paquette at 5:30 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of June 14, 2021**

**MOTION:** (Musko/Rich) To approve the minutes of June 14, 2021.

Unanimous

**4. Review Teacher Evaluation Plan (with State Flexibilities for 21-22)**

Dean of Academics Michael Harten provided an overview of the teacher evaluation guidelines for this year. Categories included Student Learning Indicators (45%), Observation Performance and Practice (40%), Stakeholder Feedback (10%), and Whole-School Student Learning Indicators/Teacher Effectiveness Outcomes (5%). Comments included how the old practices were mostly similar, that the “holistic approach” made more sense, and statements that valued the peer observation component were made. The Academic Committee unanimously expressed its support for the evaluation structure as proposed.

**5. Review School Goal/Action Plan**

Dean of Academics Michael Harten presented a summary of school-wide efforts related to equity and inclusion for this academic year so far, under the direction of the school's director of equity and inclusion, Denzel Washington. The action plan for Objective #1 (for employees and students to promote acceptance across all settings) is still being revised. Objective #2 (to foster growth and self-reflection practices related to diversity, equity and inclusion) has been facilitated by various training opportunities organized by Kevin Booker, Jr. It was agreed that Objective #3 (to encourage mutual understanding of diversity, equity and inclusion within The Woodstock Academy community) would become an overarching Academic Committee goal.

**6. Review 2021 Student Climate Survey Results**

Dean of Academics Michael Harten reviewed the results of the Student Climate Survey which was taken during an advisory period last school year. Only 439 students responded which seemed indicative of the generally low engagement during COVID-19. General discussion about students participating in activities included the types of activities offered, the levels of advertising for when/where various clubs meet, reasons why students might not choose to be involved, and how best to reach disengaged students. Dr. Harten agreed to breakdown future data into grades after the committee wondered if the participation level of seniors tended to drop off closer to graduation.

## 7. Discuss 21-22 Academic Committee Goals

The Academic Committee goals from 2020-2021 were used to develop goals in 2021-2022, resulting in the following:

- a. Monitor social and emotional support for students and staff and collect data.
- b. Encourage BOT members to attend classes and events.
- c. Encourage mutual understanding of diversity, equity and inclusion within The Woodstock Academy community.

Discussion included the role of transportation in the access and equity experienced by students participating in clubs and activities; an interest in exploring intramural sports programs to get more students involved; and encouraging work/study opportunities for students afterschool. Finding enough certified bus drivers continues to be a problem throughout the state of CT.

## 8. Other – None.

## 9. Adjournment

**MOTION:** (Musko/Young) To adjourn the meeting at 6:23 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

*The Woodstock Academy prepares all students by providing diverse opportunities through a rigorous curriculum and a variety of programs in order to cultivate the necessary skills to become lifelong learners and global citizens.*



MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
EXECUTIVE COMMITTEE  
August 4, 2021



These minutes are for  
informational purposes only.

**PRESENT:** Duvall, Nancy (C); Higgins, Edwin; Kelly, Paul; Morse, David; Paquette, Philippa; Perkins-Banas, Melissa; Swenson, Christine; Trivella, Joan; Sanford, Chris; Sturdevant, Jon; Susi, Michael; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Blackmer, Robert; Tuttle, Brent (P)

**1. Call to Order**

The meeting was called to order by Chairman Swenson at 7:02 p.m.

**2. Community Participation** – None.

**3. Secretary's Report—Minutes of June 2, 2021**

**MOTION:** (Trivella/Paquette) To approve the minutes of June 2, 2021, as presented.

Unanimous

**4. Correspondence**

Head of School Sanford reviewed the correspondence which was included in the packet. He highlighted various letters of condolence and retirement as well as letters to and from Barbara Child and letters welcoming new members to the Board of Trustees. It was noted that the retirements were expected, and all staffing positions have been filled.

**5. Academy Building Project Update**

Head of School Sanford shared that the new bell has been hung and this part of the project is expected to be completed by August 15, 2021. He also said that last week, members of the Buildings & Grounds and Nominating Committees were able to walk up and see the new structure, hands of the clock and bell firsthand. In terms of the second phase of the building project, an attorney has been hired. Toward the end of September, the design work is expected to be finalized with bids going out in October/November. Photos will be shared with the group and the greater community in the coming days.

**6. Reopening Plan**

Head of School Sanford said plans are in place to open for the new year completely and on time. Given the present local rates of infection, we expect masking will be in place on campus at the start of the school year. We will follow guidance/direction about mask use on school property when it is provided by the state. Mask breaks have been built into the daily schedule. All residents of South Campus will need to be vaccinated. Currently, the staff vaccination rate is thought to be over 90%, and we will gather more vaccination data from students when we open.

**7. Nominating Committee Report**

Nominating Committee Chair Paul Kelly provided an update from his last meeting. Matthew Rich ('15) was recommended to serve a 6-year term as a Trustee of the Corporation. Robert Ellsworth (of Eastford) was recommended to serve as a Trustee of the Sending Towns. In terms of the upcoming Annual Meeting, the committee expects the slate of officers being proposed to include all the same



individuals as last year with the addition of Hans Rhyhart, who may replace Barbara Child as Assistant Secretary. He said Trustee renewals for 6-year terms ending in 2027 may include Garry Carabeau, Ed Higgins, David Morse, and himself. Mr. Kelly has agreed to work with the Governance Committee to discuss and improve the Trustee orientation process. Ed Higgins offered to be a mentor to Eric Quinn, and it is hoped that Walter McGinn might agree to mentor Melissa Perkins-Banas. Philippa Paquette reminded the group how important it is that all Trustees attend a class or two during the school year.

#### **8. Faculty Emeritus Recognition**

This agenda item was unnecessary.

#### **9. Discuss Annual Meeting**

Head of School Sandford expects the Annual Meeting to be in the usual format, with paper packets and handouts. The members of the Corporation will use paper ballots for voting in the Loos Theater; the Foundation will meet in the Barbara Child Room. The Annual Trustee photo will be taken at the end of the meeting.

#### **10. Trustee Recognition**

A nomination to make Barbara Child an Honorary Trustee is planned for during the Annual Meeting. After the Annual Meeting, a reception is planned for 7:45 p.m. to honor Barbara Child for her 50 years of service on the Board. President Swenson, Head of School Sandford, and Barbara Child are expected to speak.

#### **11. Committee Goals for 2021-2022**

After some discussion, the group agreed on the following goals:

- 1) Select action items from the Governance Committee meetings and the Board Retreat.
- 2) Plan the February Retreat.
- 3) Continue to develop the Head of School Evaluation form, adjusting from last year's "short" form and targeting better quality responses in the comment section.
- 4) The entire Executive Committee should plan to attend a class or event in 2021-2022 to increase visibility and familiarity with our program offerings.

#### **12. September Retreat Update**

The September BOT Retreat will be held on Tuesday, September 21. So far, the Governance Committee has met twice and is finalizing the meeting content. Materials will be provided to the trustees in advance and discussion will take place on the stage of the Loos Theater from tables arranged in a large square. Ed Higgins, Walter McGinn, and Jeff Larrow will facilitate group activities and discussion. Coffee, water and dessert will be provided in the atrium space.

**13. Other Items**

The group was reminded about the upcoming Board of Trustees Reception being held on Wednesday, August 25 at 5:00 p.m. at Grill 37 in Pomfret. It was noted that Human Resource Director Lori Wajer will be recognized for 40 years of service.

**14. Executive Session—Contract Negotiations and Legal**

**MOTION:** (McGinn/Paquette) To enter into Executive Session to discuss Contract Negotiations and Legal matters, inviting all meeting participants to attend, at 7:31 p.m.

Unanimous

The meeting returned to regular session at 8:18 p.m.

**15. Possible Action Based on Executive Session – None.**

**16. Adjournment**

**MOTION:** (Trivella/Higgins) To adjourn the meeting at 8:18 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

*The Woodstock Academy prepares all students by providing diverse opportunities through a rigorous curriculum and a variety of programs in order to cultivate the necessary skills to become lifelong learners and global citizens.*

MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
FINANCE COMMITTEE  
September 13, 2021



These minutes are for  
informational purposes only.

**PRESENT:** Beckwith, Martha; Bentley, Cary; Duvall, Nancy; Perkins-Banas, Melissa; Trivella, Joan; Susi, Michael; Sandford, Chris; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Ellsworth, Robert; Kelly, Paul; Tuttle, Brent

**1. Call to Order**

The meeting was called to order by Martha Beckwith at 7:23 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of August 9, 2021**

**MOTION:** (Bentley/Trivella) To approve the minutes of August 9, 2021.

Unanimous

**4. 2020-2021 Budget Status Update**

Associate Head of School for Finance and Operations Susi reviewed the detailed Profit and Loss Reports, noting that so far everything seems to be where it should be—no surprises, revenue numbers on point, and cash flow is comfortable. A few random reporting glitches should be corrected before the next meeting.

**5. Academy Building Project Funding—Phase One**

Head of School Sandford reviewed a financial handout which summarized the Academy Clock Tower Renovation Project, saying we are still waiting for two more documents and an inspection from SHPO before we can submit all the closeout paperwork for the \$100k grant reimbursement. Phase Two of the project is expected to begin in November/December. The group is excited to display the original clock mechanism and bell when Phase Two is complete.

**6. Grant Review**

Associate Head of School for Finance and Operations Susi and Head of School Sandford reviewed a handout which chronologically listed the types of and levels of funding for grants awarded to The Academy over the last two years. A description of each was provided. Total grant dollars exceeded \$1.7 million dollars.

**7. Committee Goals 2021-2022**

Discussion included selecting goals similar to the school goals or similar to the Board's goals after the October Board of Trustees meeting.

**8. Other – None.**

**9. Adjournment**

**MOTION:** (Trivella/Bentley) To adjourn the meeting at 7:41 p.m.

Unanimous

Respectfully submitted,  
*Julie Woodland*  
Julie Woodland  
Board Clerk

*The Woodstock Academy prepares all students by providing diverse opportunities through a rigorous curriculum and a variety of programs in order to cultivate the necessary skills to become lifelong learners and global citizens.*



**MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
FINANCE COMMITTEE  
August 9, 2021**



These minutes are for  
informational purposes only.

**PRESENT:** Beckwith, Martha; Bentley, Cary; Duvall, Nancy (7:10); Morse, David; Perkins-Banas, Melissa; Quinn, Eric; Trivella, Joan; Tuttle, Brent (7:10); Sandford, Chris; Susi, Michael; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Kelly, Paul

**1. Call to Order**

The meeting was called to order by Treasurer, Joan Trivella at 7:00 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of May 10, 2021**

**MOTION:** (Beckwith/Bentley) To approve the minutes of May 10, 2021.

Unanimous

**4. 2020-2021 Budget Status Update**

Associate Head of School for Finance and Operations Susi and Head of School Sandford reviewed the end-of-year numbers for 2020-2021, saying we closed the year out in the black. Detailed Revenue and Expense numbers were provided, as well as the last Profit and Loss Statement for the year. Several questions were asked and answered. The team credited our financial success on the integrity and level of detail in the reporting which allowed the team to anticipate trends during a very challenging year. While the business office experienced some recent employee turnover, the department was getting back on track. Since the auditors just reached out to request the preliminary auditing data, the audit process is a little behind but is expected to catch up.

**5. 2021-2022 Budget Final / Audit Update**

Associate Head of School for Finance and Operations Susi provided an overview of the current state of the school's finances, saying we are off to a clean, positive start for the year. Federal COVID funding may continue to help close any pandemic gaps. So far, the numbers are lining up well, and by the next meeting, all the departmental reporting fields will be fully populated with numbers for the Committee to review.

**6. Academy Building Project Funding Update**

Head of School Sandford provided an update about Phase One of the Academy Building Project, saying the last check for payment has been signed. On Wednesday, The Academy is expected to take possession back on using the building. The paperwork to receive \$100k in state grant funding will be completed soon. The project went very well, getting completed on time and under budget. The beautiful and functioning bell tower now rings between 7:00 a.m. and 7:00 p.m. and sounds great.

Bids for the next phase of the project are expected to start going out in September/October. Lumber prices seem to have stabilized and a variety of contractors are expected to bid on the project. A combination of construction loans and USDA loans will help fund the project.



**7. Committee Goals 2021-2022**

This item was tabled until the next meeting to allow Finance Committee members to start formulating goals.

**8. Other**

New Trustees Melissa Perkins-Banas and Eric Quinn were welcomed to the Committee.

**9. Adjournment**

**MOTION:** (Tuttle/Beckwith) To adjourn the meeting at 7:24 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland

Board Clerk

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MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
GOVERNANCE COMMITTEE  
August 10, 2021



These minutes are for  
informational purposes only.

**PRESENT:** Bentley, Cary; Higgins, Ed; Larrow, Jeff; Livernois, Jay; McGinn, Walter; Sandford, Chris; Woodland, Julie

**1. Call to Order**

The meeting was called to order by Vice Chairman Higgins at 6:00 p.m.

**2. Community Participation** – None.

**3. Secretary's Report—Minutes of July 21, 2021**

**MOTION:** (Larrow/Bentley) To approve the minutes of July 21, 2021.

Unanimous

**4. Discuss Committee Charter**

The Committee discussed the draft charter and agreed to move it forward to the Annual Meeting to be approved with the other committee charters.

**5. Discuss Board Retreat**

Discussion included the following notes:

- Ed Higgins will craft a letter to Board members explaining the upcoming Board Retreat. Several articles for Board members to read will be attached to the email. Articles will be referenced during discussion sections. His email will be sent one week ahead of the meeting.
- Ed Higgins will speak at the beginning of the retreat and help transition meeting sections.
- In the first section of the Retreat from 6:30 – 7:15 p.m.—the *Reintroduction of Trustees*, Trustees will be randomly paired off to gather answers about “getting to know you” questions. Board members will share information about their partner to the larger group. Prizes may be offered to interviewers who gather the most information. Ed Higgins agreed to generate a list of questions for the Governance Committee to consider.
- In the second section of the Retreat, from 7:15 – 8:00 p.m., the full Board will explore *What are We Looking for in New Board Members?* Ed Higgins will facilitate group discussion using a white board or an overhead screen. Paul Kelly will share the recent history and present functions of the Nominating Committee.
- In the third section from 8:00 – 8:45 p.m.—*What Should Board Orientation Look Like?*, the full Board will be divided into five groups of four individuals who will generate ideas and suggestions about Board member recruitment and orientation. Responses will be recorded on flip charts and shared with the greater group.
- Beyond the written materials, fobs, campus tours, lunch, etc. an objective of the administrative team is for a Trustee to take the lead in the orientation of new members. This Trustee's responsibilities might include assigning a Trustee mentor, providing a verbal summary about current Board issues, or performing an annual Trustee review.

6. Other – None.

7. Adjournment

MOTION: (McGinn/Livernois) To adjourn the meeting at 6:33 p.m.  
Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

*The Woodstock Academy prepares all students by providing diverse opportunities through a rigorous curriculum and a variety of programs in order to cultivate the necessary skills to become lifelong learners and global citizens.*

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 4

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



**SUMMARY REVENUE**  
**The Woodstock Academy**  
Fiscal Year Through: 6/30/2022



	<u>Y-T-D</u> <u>Actual</u>	<u>FY Budgeted</u> <u>Amount</u>	<u>Percent</u> <u>of Budget</u>
<b>Revenues</b>			
Tuition and Assessments	6,347,358.08	19,423,922.00	(32.68)
Other Miscellaneous Fees	215,681.93	282,000.00	(76.48)
Other Income	7,156.07	40,000.00	(17.89)
Facilities Income	29,366.68	106,800.00	(27.50)
Investment Income	7,392.23	40,000.00	(18.48)
Grants and Contributions	29,000.00	1,011,682.00	(2.87)
<b>Total Revenues</b>	<b>6,635,954.99</b>	<b>20,904,404.00</b>	<b>(31.74)</b>

**SUMMARY EXPENSES full Board**  
**The Woodstock Academy**  
Fiscal Year Through 6/30/2022



Report Department: All Departments

	<u>Y-T-D</u> <u>Actual</u>	<u>FY Budgeted</u> <u>Amount</u>	<u>Percent</u> <u>Expended</u>
<b>Expenses</b>			
<b>Payroll</b>			
Salaries	2,934,712.83	12,877,565.00	22.79
Benefits	825,270.87	2,875,016.00	28.70
<b>Total Payroll</b>	<b>3,759,983.70</b>	<b>15,752,581.00</b>	<b>23.87</b>
<b>Other Expenses</b>			
Professional Services	157,370.35	470,920.00	33.42
Transportation	1,527.52	185,000.00	0.83
Insurances/Legal	93,614.24	599,691.00	15.61
School-Wide Admissions/Recruitment	15,418.58	228,600.00	6.74
Professional Development	9,573.27	96,800.00	9.89
Instructional	271,921.19	1,081,122.00	25.15
Equipment	248,399.47	676,650.00	36.71
Debt Service	246,309.21	950,000.00	25.93
Facility Maintenance	137,451.21	609,200.00	22.56
Utilities	129,962.60	879,700.00	14.77
Food Service	172,082.66	861,000.00	19.99
Agent Fees	42,983.00	200,000.00	21.49
<b>Total Other Expenses</b>	<b>1,526,613.30</b>	<b>6,838,683.00</b>	<b>22.32</b>
<b>Total Expenses</b>	<b>5,286,597.00</b>	<b>22,591,264.00</b>	<b>23.40</b>

# PROFIT AND LOSS REPORT

## The Woodstock Academy

4-Month Period Ending: October 18, 2021



	July 2021	August 2021	September 2021	October 2021	FOUR MONTH TOTAL
<b>REVENUE</b>					
Tuition - Sending Towns	1,298,562.38	1,298,669.51	1,298,669.53	1,298,630.07	5,194,531.49
Tuition - Private Boarding	251,629.03	245,560.85	264,460.85	257,234.40	1,018,885.13
Tuition - Private Day	18,006.05	19,415.14	24,260.14	24,260.13	85,941.46
Tuition - Virtual Learning	42,000.00	6,000.00	0.00	0.00	48,000.00
Student Insurance	192,000.00	8,049.00	6,000.00	(6,000.00)	200,049.00
Interest Income	3,137.48	4,203.17	51.58	0.00	7,392.23
Grants	8,000.00	0.00	20,000.00	0.00	28,000.00
Other Miscellaneous Income	35,771.98	12,277.80	1,087.00	4,018.90	53,155.68
<b>TOTAL REVENUE</b>	<b>\$ 1,849,106.92</b>	<b>\$ 1,594,175.47</b>	<b>\$ 1,614,529.10</b>	<b>\$ 1,578,143.50</b>	<b>\$ 6,635,954.99</b>
<b>EXPENSES</b>					
<b>Payroll</b>					
Salaries	593,376.12	696,902.23	1,069,672.79	574,761.69	2,934,712.83
Benefits	256,568.41	229,701.87	314,533.69	24,466.90	825,270.87
<b>Total Payroll</b>	<b>849,944.53</b>	<b>926,604.10</b>	<b>1,384,206.48</b>	<b>599,228.59</b>	<b>3,759,983.70</b>
<b>Other Expenses</b>					
Professional Services	62,068.88	30,981.62	39,830.86	24,488.99	157,370.35
Transportation	0.00	0.00	121.52	1,406.00	1,527.52
Insurances/Legal	31,289.77	22,418.98	20,893.91	19,011.58	93,614.24
School-Wide Admissions/Recruitment	4,757.96	3,907.17	3,390.38	3,363.07	15,418.58
Professional Development	2,918.80	2,839.88	3,814.59	0.00	9,573.27
Instructional	123,967.35	71,845.49	46,557.60	29,550.75	271,921.19
Equipment	214,236.49	22,648.58	10,186.81	1,327.59	248,399.47
Debt Service	62,999.56	65,445.86	60,553.26	57,310.53	246,309.21
Facility Maintenance	44,268.00	66,575.16	24,661.61	1,946.44	137,451.21
Utilities	35,478.52	11,172.20	71,824.06	11,487.82	129,962.60
Food Service	0.00	68,682.74	103,399.92	0.00	172,082.66
Agent Fees	11,700.00	0.00	31,283.00	0.00	42,983.00
<b>TOTAL EXPENSES</b>	<b>\$ (1,443,629.86)</b>	<b>\$ (1,293,121.78)</b>	<b>\$ (1,800,724.00)</b>	<b>\$ (749,121.36)</b>	<b>\$ (5,286,597.00)</b>
<b>Excess Revenue Over (Under) Expenses</b>	<b>\$ 405,477.06</b>	<b>\$ 301,053.69</b>	<b>\$ (186,194.90)</b>	<b>\$ 829,022.14</b>	<b>\$ 1,349,357.99</b>

Designed by Bill Guillot 2/5/2021  
Modified by Bill Guillot 3/23/2021

Run: 10/18/2021 at 10:44 AM by Janet Rohan

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



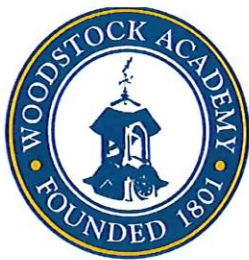
## BOARD MEETING

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

## ATTACHMENT 5

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





## October Updates from the Associate Head of School

### School Updates

- School Testing Day – Participation rates were 73% Grade 12, 90% Grade 11, 89% Grade 10, 92% Grade 9.
- The Academy, under the leadership of Brenden Ostaszewski, hosted a National High School Strength Coaches Association Meeting and Clinic on October 16, 2021.
- WA held the first school social for employees last week; around 60 in attendance. Administration will continue these gatherings throughout the year to support employees' wellness.

### Student Achievements

- On October 18<sup>th</sup>, the Math Honor Society inducted 21 new members; Science Honor Society inducted 46.
- Head of School Awards for September and October were given to the following students:
  - Thomas Musumeci, senior from Woodstock – Thomas is a natural leader who exhibits kindness throughout the school community. His enthusiasm for the learning experiences enriches the classroom environment. He is involved in every aspect of the music program, including Hill Singers and the musicals. Ms. Dziedzic described Thomas as, “a positive and powerful influence in the classroom. He is a great role model, and he is always willing to go above and beyond, whether it is working on a resolution or mentoring freshmen who are new to the Model UN program.”
  - Hailey McDonald, senior from Woodstock – As a 3-season athlete, senior class president, and president of Student Council, Hailey is very involved in the life of The Academy. She is known as a positive contributor in the classroom and willingly challenges herself in all she does. As noted by her counselor, Mrs. Sumner, “With all of her obligations (of which she has many) and responsibilities she still manages a strong academic record and always has a bright, positive smile.”
  - Nathan Gaug, senior from Union – Nathan is an energetic and fun person. His teachers note that he is very helpful to the class and is a great partner for everyone to work with. Mr. Collelo had these words to say about Nathan. “I have seen him serious in class helping to get others on task and be the life of the party during appropriate times. Nathan sees what the classroom needs and fills the void. I appreciate his resourcefulness and versatility in our classroom.”
  - Conor Stewart, senior from Brooklyn and recently moved to Woodstock – Conor is a quiet leader who leads by example. Involved in many different clubs and honor societies at WA, Conor is always contributing positively to The Academy community. Mrs. Thibodeau characterizes Conor as kind, responsible, and having a strong work ethic. She went on to say, “In class, he is so considerate of his peers, and goes above and beyond to help if he is working in cooperative groups to make certain that everyone is involved and understands.”

### Faculty & Staff Accomplishments

- Dave Walley was selected to be a member of the ECE Advisory Board at UConn.
- Tom Young secured free equipment for the eSports team from Nintendo.
- Mel Gronski and Sara Dziedzic have initiated a faculty coaching program to support faculty growth and development.
- An article on The Loos Center, highlighting the work of Eric Chalupka, was published in the Chroma-Q online magazine. (<https://chroma-q.com/news/the-woodstock-academy-includes-chroma-q-in-loos-center-for-the-arts>)
- Mel Gronski has become certified as a certified Apple Learning Coach.
- Laura Kennedy, a member of the English department, was selected as the Academy Champion of October! Student nominations highlighted her positivity, compassion, advocacy for student-wellbeing, and her efforts to improve equity and inclusion at The Academy.



### Upcoming Events

- 10/25 – Meet the Woodstock Selectmen Candidates, 7 PM, the Loos Center
- 10/26 – Virtual Student Leadership Conference
- 10/27 – English and Social Studies Honor Society Inductions, 6 PM, the Bates Auditorium
- 10/28 – WA Gives Back, 2:30 PM, the Palmer Arboretum
- 10/29 – Trick-or-Treat Street, 4-7 PM, the North Campus (outdoors)
- 11/06 – Concert at The Loos: Local Bands Night, featuring Big Blue Thang, Cold Train, and Granite, 7 PM, \$22 tickets
- 11/11 – Tri-M Inductions, 6:30 PM, AH147
- 11/16 – Powder Puff game, 4 PM, the Bentley Complex
- Ongoing – B Club limited raffle for 2 Shawn Mendes concert tickets (\$20 per raffle ticket)

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 6

6. Woodstock Academy Administration Reports
  - b. Associate Head of School Report
    - ii. Academic Report



# THE WOODSTOCK ACADEMY

## ACADEMIC REPORT

### FALL 2021

DR. MICHAEL HARTEN  
DEAN OF ACADEMICS

*The Woodstock Academy prepares all students by providing diverse opportunities through a rigorous curriculum and a variety of programs in order to cultivate the necessary skills to become lifelong learners and global citizens.*

#### Academic Highlights

- 97% for Class of 2021
- Over 86% college placement
- New courses 2019-22: Fire Technology\*, College & Career Readiness, Organic Chemistry, STEAM Foundations\*, AP Psychology, AP Computer Science\*, Multicultural Food\*, Advanced Pastry & Baking\*, Sports Management, Sports Communication, Genocide Studies, Ground Flight School\*

\*Supported by outside funding sources

#### Classes of 2021, Future Plans

- 86% College (2 or 4-year)
- 2% Armed Services
- 12% Other

## College Attendance—Highlights of Class of 2021

Berklee College of Music  
Boston College  
Brown University  
Clark University  
College of the Holy Cross  
Columbia University  
Connecticut Fire Academy  
Cornell University  
Eastern Connecticut State University  
Elms College (College of our Lady of the Elms)  
Emmanuel College  
Endicott College  
Fitchburg State University  
Florida International University  
Fordham University  
Franklin University Switzerland  
Gordon College  
Johnson & Wales University-Providence  
Lehigh University  
Maine College of Art  
Marist College  
Massachusetts Maritime Academy  
McGill University  
Milwaukee Institute of Art & Design  
New England College  
New England Institute of Technology  
Nichols College  
Northeastern University  
Northern Vermont University-Lyndon  
Pace University, New York City Campus  
Quinebaug Valley Community College

Rensselaer Polytechnic Institute  
Roger Williams University  
Salve Regina University  
Sarah Lawrence College  
Skidmore College  
St. John's University-New York  
Stevens Institute of Technology  
Syracuse University  
Temple University  
The University of Tampa  
Three Rivers Community College  
Union College  
University of California-Los Angeles  
University of California-San Diego  
University of Connecticut  
University of Delaware  
University of Hartford  
University of Hawaii at Manoa  
University of Maine  
University of Maryland-College Park  
University of Massachusetts-Amherst  
University of New England  
University of New Hampshire  
University of New Haven  
University of Pennsylvania  
University of Rhode Island  
University of Vermont  
University of Virginia  
Western Connecticut State University  
Worcester Polytechnic Institute  
Worcester State University

## Honor Roll (Quarter 4 Spring 2021)

- 560 of 1086 students made Honor Roll (52%)



## Advanced Placement (AP) (2020 Results)

- 231 students took 410 exams
  - 82% scored a 3 or higher
- 77 AP Scholars, including 2 National Scholars
- 2021 Scores Not Reported—scores are not comparable to previous years

	2016	2017	2018	2019	2020
Total AP Students	189	206	227	238	231
Number of Exams	308	331	379	415	410
AP Students with Scores 3+	154	165	173	192	189
% of Total AP Students with Scores 3+	81.5	80.1	76.2	80.7	81.8

## Assessments 20-21

Several changes occurred related to testing because of the pandemic. Connecticut cancelled the Spring 2020 SAT and NGSS testing. The Woodstock Academy restarted its SAT testing on Saturdays in August 2020, one of the few schools in the area that continued to provide this service. Nearly all colleges made ACT/SAT test scores optional for the Class of 2021.

In the past, The Academy offered a fall testing day every October, when all students grade 9-13 took either a PSAT or SAT at no cost to the student. In 20-21, we made a commitment to continue to offer a PSAT for all students grade 9-11 and the SAT to seniors, but these tests were staggered over multiple dates from September to February. Because the number of test-takers was substantially lower this year (under normal circumstances, we have 95% or higher participation rates), the cohort analysis is limited.

For 21-22, we offered Fall Test Day for all students on October 13 (90% participation rate in grades 9-11; 73% in grade 12-13), have reinstituted the data team and the Freshmen math and English assessments, and plan to use this year to establish a new baseline of testing data moving forward.

### Class of 2021 (Grade 12)

SAT September 2020 (192 Test Takers—69% Participation)

**Overall 1061 ERW 542 Math 520**

*Cohort Analysis:*

*131 Students took tests in both 2019 and 2020*

*2019: 1080*

*2020: 1120 (+40)*

### **Class of 2022 (Grade 11)**

- **PSAT October 2020** (130 Test Takers—51% Participation)

**Overall 1029      ERW 532      Math 497**

*Cohort Analysis:*

*116 Students took tests in both 2019 and 2020*

*2019: 995*

*2020: 1041 (+46)*

- **SAT March 2021** (190 Test Takers—74% Participation)

**Overall 1048      ERW 533      Math 515**

- **NGSS May 2021** (218 Test Takers—84% Participation)

**Level 3 or 4: 49%**

### **Class of 2023 (Grade 10)**

PSAT 10 taken in February 2021 (200 Test Takers—64% Participation)

**Overall: 997      ERW 512      Math 485**

### **Class of 2024 (Grade 9)**

PSAT 8/9 November 2020 (164 Test Takers—78% Participation)

**Overall 904      ERW 472      Math 432**

## Next Generation Accountability Results

*Note: the Next Generation Accountability Index was not generated in 2019-20. Below is the past three years.*

No	Indicator	2018-19	2017-18	2016-17	Target	Points 18-19	Points 17-18	Points 16-17	Max Points
1a	ELA Perf. Index--All Students	59.1	61.8	65.3	75	118/150	82.5	87.1	100
1b	ELA Perf. Index--High Needs	48.7	.	47.3	75	97.4/150	.	63.1	100
1c	Math Perf. Index--All	60.1	60.5	61.3	75	120.2/150	80.7	81.8	100
1d	Math Perf. Index--High Needs	42.9	.	43.5	75	85.8/150	.	58	100
1e	Science Perf. Index--All	61.7	.	59.6	75	82.3	.	79.5	100
1f	Science Perf. Index--High Needs	50.0	.	49.8	75	66.7	.	66.4	100
4a	Chronic Absenteeism--All	10.3%	7%	6.7%	<5	39.3	46	46.6	50
4b	Chronic Absenteeism--High Needs	19.2%	16%	15.3%	<5	21.5	28.1	29.4	50
5	Prep. for CCR % Courses	69.2%	59%	64.4%	75	46.1	39.4	42.9	50
6	Prep. for CCR % passing exams	56.1%	55.8%	56.9%	75	37.4	37.2	37.9	50
7	On-Track to Graduation	97.4%	97.2%	96.9%	94	50	50	50	50
8	4-Year Graduation All (2018)	98.8%	94.1%	98.4%	94	100	100	100	100
9	6-Year Grad. High Needs (2015)	94.3%	100%	94.7%	94	100	100	100	100
10	Postsec. Entrance (2017)	74.3%	79.8%	81.1%	75	99.1	100	100	100
11	Physical Fitness (Part. Rate/fitness rate)	82.1%/91.6%	42%/79.8%	82.7%/81.1%	75/75	25	0	25	50
12	Arts Access		56.1%	59.8%	60	46.2	46.8	49.8	50
	Accountability Index					1135/1450	710.6/850	1017.6/1250	1250
	Overall % Points Earned					78.3%	83.60%	81.40%	

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 7

6. Woodstock Academy Administration Reports
  - c. Associate Head of School for Advancement
    - iii. Foundation Directors' Ballot Results



The Woodstock Academy Foundation Officers  
2021-22

At the BOT's annual meeting in August the following slate of officers for the Woodstock Academy Foundation was put forward for approval by the Board of Trustees.

- Martha E. Beckwith, President
- Benjamin Harrison, Vice President
- Paul Kelly, Treasurer
- Adam Troy, Secretary

Following that meeting the Foundation voted to approve the officers, and they are as presented for 2021-22.

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 8

6. Woodstock Academy Administration Reports
  - d. Head of School Report
    - i. Diversity, Equity, and Inclusion Presentation  
& Discussion

**School Wide Equity and Inclusion Goal Action Plan**  
*The Woodstock Academy, 2021-2022*

School Wide Equity and Inclusion Goal:	The Woodstock Academy values diversity, equity, and inclusion and will work to promote acceptance across all settings, fostering growth and self-reflection to encourage mutual understanding within our community.
Objective #1:	<i>To promote acceptance across all settings</i>
How will you know you have met this objective? What will it look like? How will you measure it?	Student Climate survey—simplified survey (not the current end-of-year Climate Survey) Advisory program (ensures access for all students)—development of specific lessons Data collection on student/staff involvement in DEI activities or groups

Action Plan:			
Action	Start Date	End Date	Staff Member Responsible
Develop assessment tool to measure equity, inclusion and bias. Gather baseline, formative and summative data.	Create Assessment Tool December 2021 Gather Baseline Data: January 2022 (through Advisory) Survey 2 (Formative): May 2022 Survey 3 Summative: May 2023	May 2023	Dean of Academics, Data Specialist, DEI Team, All Advisory leaders to administer the survey
Develop and implement student/staff educational programming focused on equity, inclusion, and bias through advisories/PLC	September 2021 (Ongoing)	June 2023	Director of Equity and Inclusion, DEI working group, Director of Student Engagement, student DEI club, and other appropriate student clubs
Research, develop and implement school wide experiential opportunities related to DEI for all students.	Research and Development Implementation	June 2022 August 2022- June 2023	Student Life Committee, Advisory Committee, DEI working group, Director of Equity and Inclusion, Director of Student Engagement
Increase the amount of intentional opportunities for diverse populations to gather together and build relationships. Ideas include peer mentoring, streamlining the process for students from res life to visit students off campus.	December 2021 Baseline of enrollment data	June 2023	Director of Student Support, Student Services, Communications Department, WALT, Enrollment/Admissions dept., Residential Life Committee



**School Wide Equity and Inclusion Goal Action Plan**  
*The Woodstock Academy, 2021-2022*

School Wide Equity and Inclusion Goal:	The Woodstock Academy values diversity, equity, and inclusion and will work to promote acceptance across all settings, fostering growth and self-reflection to encourage mutual understanding within our community.
Objective #2:	<i>To foster growth and self-reflection practices related to diversity, equity, and inclusion</i>
How will you know you have met this objective?	<ul style="list-style-type: none"> <li>Evidence of growth as noted in the TEVAL/Staff/Admin Evaluation paperwork</li> </ul>
What will it look like? How will you measure it?	<ul style="list-style-type: none"> <li>Collection of minutes/feedback from PLCs and dept. meetings</li> <li>Dept. Chair check-ins</li> </ul>

Action Plan:			
Action	Start Date	End Date	Staff Member Responsible
Members of the WA Community will create a two-year personalized goal for their TEVAL/Staff/Admin Evaluation requirements (including benchmarks). This will be evaluated using: <ul style="list-style-type: none"> <li>Self-assessment tool &amp; Classroom/Service Delivery check-in</li> </ul>	August 2021	June 2023	All Overseen by Admin (Evaluators) Admin will be overseen by Head of School Head of School will be overseen by BOT
PLC programming will include opportunities to learn about and discuss equity, inclusion, and bias issues, including: <ul style="list-style-type: none"> <li>Strategies for facilitating conversations around DEI</li> <li>Opportunity for brave/safe conversations ahead of department chair check-in</li> </ul> This will be evaluated using: <ul style="list-style-type: none"> <li>Collection of PLC notes/minutes</li> <li>Growth/understanding reflections included in the benchmarks.</li> </ul>	September 2021	End date determined by whole-school data points	All PLC facilitator oversight
Department meeting agendas will include: <ul style="list-style-type: none"> <li>Content-specific tools and instructional strategies for facilitating conversations around DEI</li> <li>Opportunity for brave/safe conversations ahead of walkthrough/check-in with department chairs</li> </ul> This will be evaluated using: <ul style="list-style-type: none"> <li>Collection of department notes/minutes</li> </ul>	November 2021	End date determined by whole-school data points	All Department chair oversight



**School Wide Equity and Inclusion Goal Action Plan**  
*The Woodstock Academy, 2021-2022*

School Wide Equity and Inclusion Goal:	The Woodstock Academy values diversity, equity, and inclusion and will work to promote acceptance across all settings, fostering growth and self-reflection to encourage mutual understanding within our community.
Objective #3:	<i>To encourage mutual understanding of diversity, equity, and inclusion within The Woodstock Academy community.</i>
How will you know you have met this objective? What will it look like? How will you measure it?	Data collection on offered programs, attendance, participation

Action Plan:			
Action	Start Date	End Date	Staff Member Responsible
Ongoing training to staff and connected partner organizations (NAACP, True Colors, ACLU)	March 2022	June-2023	Director of Equity and Inclusion(DEI)
Work collaboratively with other schools, community partners, and local organizations to provide opportunities for DEI training	(November 2021) Local	June 2023	DEI/Admin/Teachers
Creation of a parent group/alumni group to discuss DEI and its role in the community	January 2022	June 2023	Asso. Head of School for Advancement/Director of Alumni Relations
Hosting speakers to highlight diversity and inclusion (students/community)	September 2022	June 2023	DEI coordinator/Director of Student Engagement

# The Woodstock Academy Academic Calendar

2022-2023



11/8-Election Day/PD?

## Significant Dates

8/24/22	Professional Development	No School
8/25/22	Professional Development	No School
8/28/22	Family Traditions	Half Day
8/29/22	First Day for New Students	Full Day
8/30/22	First Day for All Students	Half Day
9/2/22	Early Dismissal	No School
9/5/22	Labor Day	No School
Sept. xX Homecoming Weekend		
10/10/22	Indigenous Peoples' Day	No School
Oct. 14&15 Alumni Weekend		
11/23/22	Thanksgiving Recess Begins	No School
11/27/22	Thanksgiving Recess Ends	No School
12/21/22	Winter Break Begins	No School
1/3/23	Winter Break Ends	No School
1/16/23	Martin Luther King Day	No School
1/23/23	(Tentative) Transition Day/PD	No School
2/20/23	President's Day	No School
2/21/23	Professional Development	No School
4/7/23	Spring Break Begins	No School
4/16/23	Spring Break Ends	No School
5/29/23	Memorial Day	No School
6/10/23	Commencement	TENTATIVE
6/14/23	Proposed Last Day of School	Half Day
6/15/23	Professional Development	No School



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November 22						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			19

March 23						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	23

July 23						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

October 22						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					20

February 23						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				18

June 23						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
						10

September 22						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
						21

January 23						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				18

May 23						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
						22

August 22						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			3

December 22						
Su	M	Tu	W	Th	F	Sa
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
						14

April 23						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						14

182 days  
5 PD days