



THE WOODSTOCK ACADEMY BOARD OF TRUSTEES NOTICE OF MEETING

AGENDA

Date: Tuesday, March 16, 2021
Time: 7:00 p.m.
Location: Zoom and the Fireside Room on South Campus

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

<https://us02web.zoom.us/j/87001145434?pwd=L3dzREc0U3ZYUGtXbm1YMEFPaGpMQT09>

Meeting ID: 870 0114 5434

Passcode: y7N6SC

—OR—

Option #2: Join Zoom Meeting by Phone

Dial: (646) 558 8656

Meeting ID: 870 0114 5434

Passcode: 546587

1. Call to Order
2. Student Council Report
3. Community Participation—please email your comments before 6:00 p.m. to jwoodland@woodstockacademy.org
4. Secretary's Report—Minutes of January 19, 2021 and February 16, 2021 (Attachment 1)
5. Board Reports
 - a. President's Report
 - i. Correspondence (Attachment 2)
 - ii. Trustee Retreat Reflection (Attachment 3)
 - b. Committee Reports - questions/discussion on reports provided in packet (Attachment 4)
6. Woodstock Academy Administration Reports
 - a. Associate Head of School for Finance and Operations Report (Attachment 5)
 - i. 2020-2021—Budget Update
 - ii. Approve Auditor for 2020-2021
 - iii. 2019-2020 Audit—Second Read (Attachment distributed in January and endorsed by the Finance Committee)
 - iv. Other
 - v. Board questions/discussion
 - b. Associate Head of School Report
 - i. March Update (Attachment 6)
 - ii. Bridge to Return (Attachment 7)
 - iii. Academic Update (Attachment 8)
 - iv. Other
 - v. Board questions/discussion
 - c. Associate Head of School for Advancement
 - i. InSpire 150 Campaign
 - ii. Other
 - iii. Board questions/discussion
 - d. Head of School Report
 - i. Special Education Presentation (Attachment 9)
 - ii. 2021-2022 Calendars (BOT, Academic, Residential Life) (Attachment 10)
 - iii. 2021-2022 Tuition
 - iv. Approve Committee Charters (Attachment 11)
 - v. Other
 - vi. Board questions/discussion
7. Other Items
8. Executive Session—Personnel Matters and MOU with WAEA
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, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 1

4. Secretary's Report—Minutes of:

- January 19, 2021
- February 16, 2021

MINUTES OF THE MEETING
THE WOODSTOCK ACADEMY
BOARD OF TRUSTEES
January 19, 2021



These minutes are for
informational purposes only.

PRESENT: Beckwith, Martha; Bellerose, James; Bentley, Cary; Blackmer, Robert; Carabeau, Garry (7:17); Duvall, Nancy (C); Frankhouser, Hans (W); Higgins, Edwin; Kelly, Paul; Larrow, Jeff; McGinn, Walter; Morse, David; Paquette, Philippa; Rhynhart, Hans; Samborowski, Len; Swenson, Christine; Trivella, Joan; Tuttle, Brent (P); Young, Scott

ADMINISTRATION: Favreau, Amy; Harten, Michael; Rigney, John; Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie

ABSENT WITH NOTIFICATION: Asikainen, Samantha; Atchinson, Keith (B); Child, Barbara; Johnston, Kevin; Livernois, Jay (Ex-Officio)

GUESTS: Robert Ellsworth and Noah Salsich

1. Call to Order

The meeting was called to order by President Swenson at 7:01 p.m.

2. Student Council Report

President of Student Council, Noah Salsich described a recent successful blood drive and upcoming Student Council events such as a cultural festival in March along with a carnival and additional blood drive in April. Student Council has been reaching out to students in order to offer extra support by partnering with clubs, setting up an advice column, fundraising for a Senegal trip, helping students apply to colleges alongside guidance, and asking for general suggestions via a recent survey.

3. Community Participation – None.

4. Secretary's Report

MOTION: (Trivella/Tuttle) To approve the minutes of October 20, 2020.

Unanimous

5. Board Reports

a. President's Report

i. Correspondence

Head of School Sandford reviewed the various pieces of correspondence in the packet including many letters of sympathy for staff and community members, many letters of congratulations for award winners, a letter to the assessor of the Town of Woodstock updating the status of Academy-owned properties, three letters accepting staff resignations, two letters to banks updating Academy check signing procedures, a no-trespass letter, and a copy of a thank you letter from Barbara Child to the Board of Trustees.

ii. Discuss February Retreat

President Swenson reminded the group about the upcoming Board Retreat scheduled for Tuesday, February 16.

b. Committee Reports—questions/discussion on reports provided in packet

There were no questions or comments about the committee reports included in the packet.

6. Woodstock Academy Administration Reports

a. Associate Head of School for Finance and Operations Report

i. 2020-2021—Budget Update

Associate Head of School for Finance and Operations Mike Susi provided revenue and expense report summaries to the Board. He noted about 50% of expected revenue has been received to date and expenses continue to hold steady under pandemic conditions. Ongoing cost-saving measures have been on pace to effectively manage the annual balloon payment anticipated toward the end of the school year. Questions were asked and answered about the status of the PPE grant/loan and interest earned from funds in the money market account.

ii. Academy Building Update

Associate Head of School for Finance and Operations Mike Susi shared that Valley Restoration had been selected to begin work in April on the tower project. The Board thanked Mr. Susi for his hard work on this project.

iii. 2019-2020 Audit—First Read

The 2019-2020 audit was made available to the Board for review as a first read. Finance Chair Paul Kelly summarized the findings, saying there were no significant concerns from the auditors, rather many positive statements about progress made. The administration responded to recommendations from the auditors in red font. Any further discussion about the audit will continue at the next meeting.

iv. Other

v. Board questions/discussion

b. Associate Head of School Report

i. Academy Updates

Associate Head of School Holly Singleton presented a comprehensive handout detailing accomplishments by students, faculty, staff, and the Academy as a whole (attached below).

ii. eLearning Update

Associate Head of School Holly Singleton is planning the details of a full return of students from the hybrid learning model, noting in-person student attendance increased after it was required for participation in extra-curricular activities. There is a concern about the number of students who may not return to campus after a full reopening for a variety of reasons. Excitement is growing as year-end activities are explored. The administration was thanked for the ongoing focus on student mental health. Discussion ensued about innovations, synergy, flexibility and necessary pivots during the pandemic. The Academy is willing to share lessons learned with the educational community if asked.

iii. Other

iv. Board questions/discussion

c. Associate Head of School for Advancement

i. Development Update

Associate Head of School for Advancement Jon Sturdevant provided an overview of plans related to the InSpire150 fundraising campaign for the Academy Building restoration project. The *Gleaner*, scheduled for release in one month, will highlight many project details and plans. A nine-minute video was shared with the group, featuring present/former students, members of the administration/staff, alumni, and community members who shared their memories of and passion for the iconic Academy Building. Mr. Sturdevant thanked the communications team for their work on the video and asked for wide support on this project which will be on the forefront for the next several years.

ii. Other

iii. Board questions/discussion

d. Head of School Report

i. Enrollment Update and Presentation by Amy Favreau

Head of School Sandford wanted the Board to have an overview of where we are and where we're going with regard to enrollment and programs. Assistant Head of School for Enrollment Amy Favreau provided greater detail through a PowerPoint presentation. Overall, enrollment and recruiting went better than expected last spring, and increases to the numbers of expected students increased from every sending town. Day, 5-day, and boarding tuition students enrolled from many surrounding (non-sending) towns—including students from MA and RI. Conflicting messages are still coming in regarding the ability of our international students to receive F-1 visas, and when borders may open. At no cost to The Academy, programs and partnerships are still being explored to expand enrollment from around the world which may include opening one or more international schools. Similar to how we recently launched our girls ice hockey program, prep-level boys soccer is planned for fall 2021 to be followed by prep-level girls soccer in fall 2022. Sterling and Plainfield continue to consider The Academy as an option for expanded school choice for their students. A renewed push to develop a stronger 5-day boarding program is planned for fall 2021 and fall 2022, as is ongoing recruiting to build a robust girls ice hockey program. The recent Jahn Ice Rink agreement will certainly help that effort. In addition, virtual learning may allow us to add to our academic program by expanding what we offer outside of the typical hours of the school day, offering tutoring, and offering enrichment programs to both domestic and international students. Mrs. Favreau shared her targeted recruiting numbers for the 2021-2022 school year and answered several questions. The Board thanked her for her comprehensive presentation.

ii. Approve Policies—Second Read

Head of School Sandford presented a packet of edited Board policies for review. One additional change was made by the Board.

MOTION: (Carabeau/Trivella) To approve all the policies as edited.

Unanimous

iii. Other

iv. Board questions/discussion

7. Other Items – None.

8. Executive Session—Legal and Personnel

MOTION: (Bentley/Carabeau) To enter into Executive Session to discuss Legal and Personnel matters, inviting Head of School Sandford, Holly Singleton, Jon Sturdevant, Mike Susi, Amy Favreau, Michael Harten, John Rigney and Julie Woodland to attend at 8:28 p.m. Unanimous

The meeting returned to regular session at 9:02 p.m.

9. Possible Action Based on Executive Session

MOTION: (Samborowski/Tuttle) To grant a leave of absence for the faculty member discussed during executive session. Unanimous

President Swenson thanked the administrative team for managing the pandemic in such a professional manner and for finding silver linings while doing so. She thanked her fellow trustees for weathering the (pandemic) storm during the toughest year she can remember, and thanked Philippa Paquette for her hard work as Board Secretary and Academic Committee Chair.

10. Adjournment

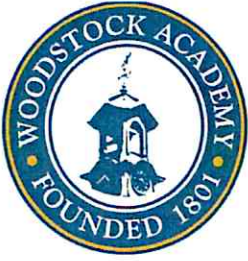
MOTION: (Paquette/Frankhouser) To adjourn the meeting at 9:06 p.m.
Unanimous

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.



January Updates from the Associate Head of School

School Updates

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

School Achievements

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

Student Achievements

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

Faculty & Staff Achievements

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

MINUTES OF THE MEETING
THE WOODSTOCK ACADEMY
BOARD OF TRUSTEES
February 16, 2021



These minutes are for
informational purposes only.

PRESENT: Asikainen, Samantha; Beckwith, Martha; Bellerose, James; Bentley, Cary; Blackmer, Robert; Carabeau, Garry; Child, Barbara; Duvall, Nancy (C) [7:00-7:30]; Higgins, Edwin; Kelly, Paul; Larrow, Jeff; Livernois, Jay (Ex-Officio); McGinn, Walter; Paquette, Philippa; Rhynhart, Hans; Samborowski, Len; Swenson, Christine; Tuttle, Brent (P)

ADMINISTRATION: Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie

ABSENT WITH NOTIFICATION: Atchinson, Keith (B); Frankhouser, Hans (W); Johnston, Kevin; Morse, David; Trivella, Joan; Young, Scott

GUESTS: Douglas Cummings of Educators Collaborative

1. Call to Order

The meeting was called to order by President Swenson at 6:33 p.m.

2. Board of Trustees Self-Evaluation

Douglas Cummings of Educators Collaborative introduced himself and summarized his professional background before providing an overview of the retreat plan. Using PowerPoint, he presented his thoughts about the nine areas all boards need to manage well in order to be successful, providing examples and answering questions throughout. Board members were divided into four breakout rooms, with an assigned Board facilitator and one representative from the administrative team. After a set period of time, the Board reconvened to share their thoughts and ideas with each other. A representative from each group planned to send their notes to Mrs. Woodland so she could create a summarized list of goals and action items for continued discussion at the next meeting. It was agreed the Board would create an ad hoc governance committee to oversee assigning tasks to the various sub committees and to create a timeline for the completion of goals. Evaluation of progress completion and assessment of the overall self-evaluation were tentatively planned for a retreat in fall 2021.

3. Other Items – None.

4. Adjournment

MOTION: (Carabeau/Tuttle) To adjourn the meeting at 9:41 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.

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



BOARD MEETING

Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 2

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



February 23, 2021

Office of State Senator Joseph Courtney
Norwich District Office
55 Main Street, Suite 250
Norwich, CT 06360

Dear Senator Courtney:

Everyone here at The Woodstock Academy hopes this letter finds you and your family healthy and safe.

Just like all institutions in our area, managing COVID-19 now while planning for the future has left the Academy struggling. As you know, The Academy serves as the public high school for six towns in Northeastern Connecticut: Woodstock, Pomfret, Union, Canterbury, Brooklyn and Eastford. And as a town academy, one of only twenty-two in the country, the Department of Homeland Security has granted us the ability provide I-20s and educate students from around the world under the same umbrella as private schools.

The Academy is educating about 1,150 students this year; roughly 950 come from our six sending towns and approximately 200 come from all over the world and other parts of the region. As of this moment, we employ 254 individuals, all from the local community. In Connecticut, there are over 3,500 secondary students who attend an independent town academy such as ours, including Norwich Free Academy and the Gilbert School in Winsted.

Under the financial structure of town academies, we must rely solely on tuition revenue in order to function. We are not eligible for traditional state or federal funding. By combining private tuition revenue and donations/gifts, The Academy has been able to offset the per-pupil costs charged to our sending towns. Comparing our per-pupil expenditure to other secondary schools in Connecticut, we are one of the lowest in the entire state. Our unique structure has allowed our rural, partner towns to spend less on education overall and keep taxes at a reasonable level. They depend on us to provide a high-quality education at a rate these struggling small communities can afford.

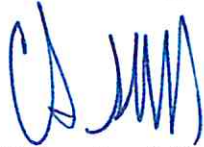
In the last stimulus program rollout, the town academies in Connecticut were unable to receive any of the available funding because we are not eligible to receive Title I funding.

I am sure you are getting many letters of request. But we are asking that you not forget town academies when considering any education relief funding. Connecticut state statute defines The Woodstock Academy, Norwich Free Academy, and the Gilbert School as "Endowed Academies." With the blessing of the State Board of Education, we are allowed to educate public school students. Our uniqueness, being only one of twenty-two in the country, can sometimes result in us being forgotten. We are requesting that any funding bill directed toward helping schools include language which will allow town/endowed academies to access it.

You have visited The Academy several times and have honored many of our students over the years, so I know you realize what a special place The Woodstock Academy is.

Thank you for your time and I appreciate all the great work you have been doing for our region and country.

Most Sincerely,

A handwritten signature in blue ink, appearing to read 'CJ Sandford', with a stylized, cursive script.

Christopher J. Sandford
Head of School

Cc. CT State Department of Education
The Woodstock Academy Board of Trustees
State Senator Dan Champagne
State Representative Patrick Boyd



State of Connecticut

HOUSE OF REPRESENTATIVES
STATE CAPITOL
HARTFORD, CONNECTICUT 06106-1591

REPRESENTATIVE PATRICK S. BOYD
50TH ASSEMBLY DISTRICT

LEGISLATIVE OFFICE BUILDING, ROOM 4005
CAPITOL: (860) 240-8585
TOLL FREE: (800) 842-8267
FAX: (860) 240-0206
CELL PHONE: 860-208-5531
E-MAIL: Pat.Boyd@cga.ct.gov

CHAIR
COMMITTEE ON VETERANS' AFFAIRS

MEMBER
PUBLIC SAFETY AND SECURITY COMMITTEE
COMMITTEE ON CHILDREN

March 2, 2021

Congressman Joe Courtney
Senator Christopher Murphy
Senator Richard Blumenthal
United States Congress
Washington, DC 20515

Dear Honorable Members of Congress,

As you are aware, the historic health and economic crises facing us have posed several difficult hurdles for our state's academic institutions. In the last federal stimulus program rollout, Connecticut schools that were not eligible for current Title I funding were excluded from the funding made available by the COVID-19 relief package. In my district specifically, the **Town of Eastford**, the **Town of Union**, and **Woodstock Academy** are **excluded from such relief funding**. Using the Title I formula to determine eligibility for Local Educational COVID relief funding is pragmatic as it leaves Connecticut's most rural School Districts without any federal support and in most cases these school districts are already under resourced. These districts are not immune to pandemic expenses accrued due to accommodations made due to the global pandemic.

The public school in the Town of Eastford educates an average of 150 students from pre-kindergarten through eighth grade. It employs 17 teachers as well as additional support staff. In Union, Connecticut's smallest school district, there are 53 students, eight teachers, and other support staff in the pre-kindergarten through eighth grade public school. Both schools are ineligible for Title I funds. Woodstock Academy serves as the public high school for Eastford and Union in addition to Woodstock, Pomfret, Canterbury, and Brooklyn. Of their 1,150 total students, 950 are from these sending towns. The remaining come from different regions and all over the world. In total, the Academy currently employs 254 individuals from the local community. Because of the unique structure of the Academy, it is classified by Connecticut State Statute as an "Endowed Academy," which is not eligible for traditional state or federal funding. It relies solely on tuition revenue to operate.

The challenges being presented by COVID-19 have caused schools across the state to struggle. Added needs, expenses, and circumstances have all arisen in the past year. The schools in Eastford, Union, and Woodstock Academy are not excluded from these difficult circumstances; however, they are excluded from relief funding.

On behalf of the schools located in my district and other Connecticut schools not slated to receive funding because of their unique structures, I ask that you not forget about those who are ineligible for Title I funding when providing relief. I urge you to revisit the funding formula in any bill directed towards helping schools to include town/endowed

academies with COVID-19 relief needs that do receive Title 1 funds. Rural Connecticut needs support during these difficult times.

Thank you for your attention to this matter and your service on behalf of the residents of Eastern Connecticut.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Pat Boyd', with a long horizontal flourish extending to the right.

Pat Boyd

CC:

Connecticut State Department of Education

United States Department of Education

Woodstock Academy Board of Trustees

Board of Selectmen: Town of Union & Town of Eastford

Board of Education; Town of Union & Town of Eastford

Board of Finance: Town of Union

Office of Governor Ned Lamont

WOODSTOCK PUBLIC SCHOOLS



March 9, 2021

Mr. Chris Sandford
Head of School
The Woodstock Academy
57 Academy Road
Woodstock, CT 06281

Dear Mr. Sandford,

The Finance Subcommittee of the Woodstock Board of Education is asking for information regarding The Woodstock Academy tuition breakdown. In previous years, The Academy has detailed or itemized the capital project costs included in the tuition calculation either via a presentation or documentation. We are requesting the same itemization for the 2021-2022 tuition fee of \$15,738.

The information can be sent directly to Superintendent of Schools Viktor Toth or Business Manager Janice Thurlow as a resource to use as we prepare the Board of Education's 2021-2022 budget and capital plan, which we are required to present to the Town of Woodstock's Board of Finance.

As an anticipated tempestuous budget process predicates our request, any assistance you can provide with the tuition breakdown would be greatly appreciated.

Sincerely,

Megan Bard Morse
Chairwoman
Woodstock Board of Education
bardmorsem@woodstockschoools.net
(860) 928-7453

Viktor Toth

Superintendent of Schools
tothv@woodstockschoools.net

Woodstock, Connecticut 06281

Telephone: 860.928.7453

Fax: 860.928.0206



March 9, 2021

Mr. Viktor Toth, Superintendent
Woodstock Public Schools
147A Route 169
Woodstock, CT 06281

Dear Viktor:

I hope this letter finds you and the Woodstock Public Schools community healthy and well.


We received a letter today, March 9, 2021, from Chairwoman Megan Bard Morse requesting additional information about the 2021-2022 tuition rate. Attached is a copy of the 2021-2022 Tuition Invoice, dated February 5, 2021, which shows that our tuition rate of \$15,738 has not increased from last year.

Mrs. Morse requested a tuition breakdown of the 2021-2022 tuition rate which has been included in this letter. The enclosed pie chart shows that the overall per-pupil cost is \$18,354 per student, which is greater than the amount charged to the sending towns. This chart has been presented before to the full Board of Education, so it should look somewhat familiar and will provide the requested breakdown. It is in draft form as our Finance Committee just saw it last night. Since we are still waiting to receive more precise insurance costs and complete next year's hiring, it has not transitioned from draft form.

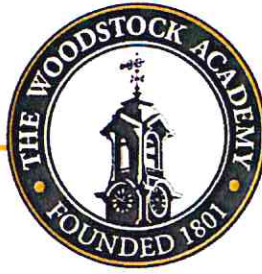
As detailed in the enclosed copy of the letter we sent to the Board of Education on October 21, 2019, the capital projects portion of the tuition rate will be used for our significant remodel of the Academy Building. In the first paragraph on page 2, the fee was set at \$500 per student. However, after receiving more accurate cost estimates, we were able to pass on these savings and reduce the capital projects portion of the 2021-2022 tuition rate to \$493 per student. This is also illustrated in the pie chart previously mentioned.

As always, we are more than happy to attend any Board of Education meeting to update your community about all of the exciting things going on at The Academy, which could include a financial presentation if you would like. We look forward to any direct communication from the leadership team of the Woodstock Board of Education. Some recent public statements have been concerning, and we would welcome the opportunity to correct any confusion or inaccuracies through improved and open communication.

We hope this provides clarification about the 2021-2022 tuition rate. If any additional information is needed, please feel free to reach out and, as always, we will work together to solve any problem.

In partnership,

Christopher Sandford
Head of School

Cc. Board of Trustees
Enclosures



March 9, 2021

Eastford Board of Education
P.O. Box 158
Eastford, CT 06242-0158

Dear Members of the Eastford Board of Education:

We hope this letter finds you, your family and your school community safe and healthy.

In case you haven't seen it yet, we have enclosed three copies of our recent *Gleaner*. The cover story details our upcoming InSpire 150 campaign which will involve a massive remodeling of the beloved Academy Building. This includes rebuilding and restoring the tower during phase one, and then revitalizing the rest of the building hopefully starting in the summer of 2022, during phase two.

Among many other things, plans include making the entire building accessible through the restructuring of the entrances and adding an elevator. Changes to the heating system and windows will make the building more energy efficient, classrooms will be updated, an open study space will be created on the first floor, new bathrooms will be added, the stage will be returned to its original design and a new Model U.N. space will be created for future Centaurs to excel in this highly decorated program. Funding requirements will be addressed through a combination of state and federal grant funds, fundraising and careful budgeting.

We wish you well as we all move into what will hopefully be a healthy and active spring for us all. Please don't hesitate to reach out with any questions.

In partnership,

Christopher Sandford
Head of School

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



March 9, 2021

Kyle Kramer
Day Kimball Hospital
320 Pomfret Street
Putnam, CT 06260

Dear Mr. Kramer:

Please accept my sincere thank you for your partnership with The Academy and the Northeast CT District Department of Health to help protect our teachers and staff against COVID-19. Receiving the COVID vaccine will allow our learning and residential communities to welcome students more safely back into classrooms on both of our campuses.

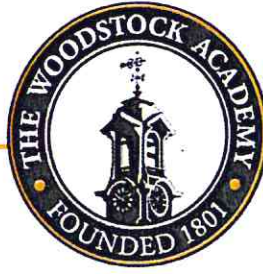
Under your leadership, the standard of public health in our community will undoubtedly continue to rise. On behalf of the Board of Trustees and the administrative team here at The Academy, we look forward to collaborating with you on future projects which will make our community a better and safer place for its residents.

With Gratitude,


Christopher Sandford
Head of School

Thank you!

Cc. Board of Trustees
Holly Singleton, Associate Head of School
Bobbie-Jo Saucier, Director of Health Services



March 9, 2021

Ms. Emily Carlone
Assessor, Town of Woodstock
415 Route 169
Woodstock, CT 06281

Dear Emily:

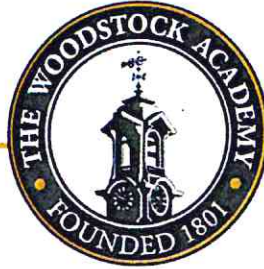
I hope this letter finds you and your family well.

As an update, we are now under agreement to sell **30 Childs Hill Road** and expect to close on or before March 31, 2021. We appreciate your help to update the property records when the paperwork is filed with the Town Hall.

Sincerely,

Christopher J Sandford
Head of School

Cc. The Woodstock Academy Board of Trustees
Michael Susi, Associate Head of Finance and Operations



February 23, 2021

Mrs. Doreen Holt and Family
262 Killingly Ave.
Putnam, CT 06260

Dear Mrs. Holt and Family:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of your mother, Helen Harding.

To honor her memory, we have made a donation in her name to *The Academy Fund* which is a fund that benefits each and every Academy student. It is our hope that through this gift, more of our students will be able to pursue their dreams and reach their goals.

We will continue to keep your family in our thoughts and prayers.

Sincerely,

Christopher Sandford
Head of School

Sorry for your loss!

Cc. The Woodstock Academy Board of Trustees



February 23, 2021

Cynthia Ritchie, Superintendent
New London Public Schools
134 Williams Street
New London, CT 06320

Dear New London Public Schools Community:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of student-athlete Ronde Ford.

While all loss of life is sad, the loss of a young student is particularly devastating. Our hearts ache for your entire community. As a fellow member of the ECC league, we consider your school to be part of our family.

To honor Ronde's memory, we have made a donation in his name to *The Academy Fund* which is a fund that benefits each and every Academy student. It is our hope that through this gift, more of our students will be able to pursue their dreams and reach their goals.

We will continue to keep Ronde's family and your school community in our thoughts and prayers.

Sincerely,

Christopher Sandford
Head of School

Cc. The Woodstock Academy Board of Trustees
Jose Ortiz, Principal, New London High School



March 1, 2021

Ms. Trish Welch and Family
12 Hilltop Drive
Woodstock Valley, CT 06282

Dear Ms. Welch and Family:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of your sister, Barbara Terry.

To honor her memory, we have made a donation in her name to *The Academy Fund* which is a fund that benefits each and every Academy student. It is our hope that through this gift, more of our students will be able to pursue their dreams and reach their goals.

We will continue to keep your family in our thoughts and prayers.

Sincerely,

Christopher Sandford
Head of School

Sorry for your loss

Cc. The Woodstock Academy Board of Trustees



March 1, 2021

Mr. Willie Fleton and Family
48 Battey Street
Putnam, CT 06260

Dear Mr. Fleton:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of your mother, Curlie Fleton.

To honor her memory, we have made a donation in her name to *The Academy Fund* which is a fund that benefits each and every Academy student. It is our hope that through this gift, more of our students will be able to pursue their dreams and reach their goals.

We will continue to keep your family in our thoughts and prayers.

Sincerely,

Christopher Sandford
Head of School

*Sorry for your
loss!*

Cc. The Woodstock Academy Board of Trustees



February 4, 2021

Sergio Herrera Moreno de Acevedo
169 Route 169
Woodstock, CT 06281

Dear Sergio:

It is with great pleasure that I inform you that you have been chosen to receive the February 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 standing and maintain good or improving grades by passing all classes and be in good disciplinary standing.

Typically, we would present you with your award at the next meeting of the Board of Trustees, and we would invite you and your family to attend. However, given the current public health situation, we hope to publicly honor you at a future Board of Trustees meeting as yet to be scheduled. We will notify you as soon as a date is set.

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. John Rigney, Assistant Head of School
The Woodstock Academy Board of Trustees
Counseling Department



February 4, 2021

Esmeralda Kasneci
372 Church Street
Brooklyn, CT 06234

Dear Esmeralda:

It is with great pleasure that I inform you that you have been chosen to receive the February 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 standing and maintain good or improving grades by passing all classes and be in good disciplinary standing.

Typically, we would present you with your award at the next meeting of the Board of Trustees, and we would invite you and your family to attend. However, given the current public health situation, we hope to publicly honor you at a future Board of Trustees meeting as yet to be scheduled. We will notify you as soon as a date is set.

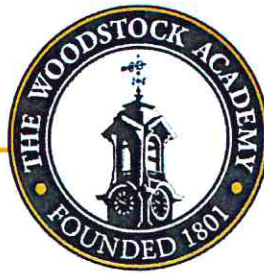
The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

A handwritten signature in blue ink, appearing to read 'C. Sandford', is written over a faint, larger blue outline of the same signature.

Christopher Sandford
Head of School

Cc. Patricia Buell, Superintendent of Brooklyn Public Schools
The Woodstock Academy Board of Trustees
Counseling Department



February 4, 2021

Ms. Meghan Mizak
16 Pinecrest Road
Willington, CT 06279

Dear Ms. Mizak:

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

Typically, we would present you with your award at the next meeting of the Board of Trustees. However, given the current public health situation, we hope to publicly honor you at a future Board of Trustees meeting as yet to be scheduled. We will notify you as soon as a date is set.

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

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



March 8, 2021

Ms. Jayden Tosetti
57 Academy Road
Woodstock, CT 06281

Dear Ms. Tosetti:

This letter is to acknowledge your last day of work in the Centaur Shoppe on Friday, March 5, 2021.

Please be advised that the elimination of your position does not reflect upon your work performance. The reason for the reduction in force was in response to a decline in in-person sales and a reduction in our hours of operation.

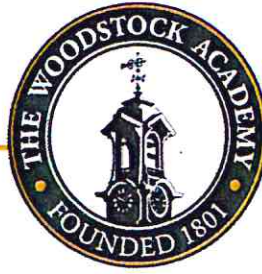
Please know that if the Shoppe pivots in a different direction and we can hire you back, we will reach out to you. We wish you all the best and thank you for your dedication to our students and their families.

Sincerely,

Christopher Sandford
Head of School

Thank you!

Cc: Board of Trustees
Holly Singleton, Associate Head of School
Michael Susi, Associate Head of School for Finance and Operations
Eric Chalupka, School Store and Shipping Manager
Lori Wajer, Director of Human Resources
Personnel File



March 8, 2021

Holly Grube
23 Sprague Hill Road
Eastford, CT 06242

Dear Mrs. Grube,

I am in receipt of your resignation letter from your position as a paraprofessional dated March 6, 2021. This is to notify you that I accept your resignation, effective March 6, 2021, 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. Your contributions as a paraprofessional have positively impacted Academy students, and we wish you all the best in your future endeavors.

Sincerely,

Christopher Sandford
Head of School

*Thank you for
all of your
efforts!*

Cc: Board of Trustees

Holly Singleton, Associate Head of School
Michael Susi, Associate Head of School for Finance and Operations
Karin Hughes, Dean of Student Affairs
Lori Wajer, Director of Human Resources
Employee File



March 12, 2021

Ms. Rose Conley
c/o CAIS
28A Cottrell Street
Mystic, CT 06355

Dear Ms. Conley:

Many thanks for your dedication and hard work over the years supporting independent schools and those who manage them with such professionalism and skill. Your shoes will be impossible to fill, and you will be deeply missed. As you transition to this new phase of your life, we wish you all the best.

On behalf of myself and my administrative team, we hope you spend your days in retirement making wonderful memories with family and friends. Congratulations and enjoy all your new adventures!

Sincerely,

Christopher J. Sandford
Head of School

Cc: Board of Trustees

Congratulations!



February 17, 2021

Mr. Christopher Jolliff
120 Putnam Road, Apt. 14A
Pomfret Center, CT 06259

Dear Mr. Jolliff:

Chris

I am in receipt of your resignation letter from your position as a social studies teacher dated February 17, 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. Your contributions as a social studies teacher have greatly enriched the lives of Academy students, and we wish you all the best in your future endeavors. You will be missed!

Sincerely,

Christopher Sandford
Head of School

*You will be
always be a part
of our community!!*

Cc: Board of Trustees

Holly Singleton, Associate Head of School

Michael Susi, Associate Head of School for Finance and Operations

Sara Dziedzic, Social Studies Department Chair

Lori Wajer, Director of Human Resources

Employee File



February 23, 2021

Ms. Leila Bowen
23 Mansfield Hollow Road
Mansfield Center, CT 06250

Dear Ms. Bowen:

I am in receipt of your letter dated February 23, 2021. This is to notify you that I accept your retirement notification on behalf of The Woodstock Academy Board of Trustees, and I acknowledge your last working day will be Wednesday, June 30, 2021.

The Board of Trustees, administration, faculty, staff, and community thank you for your dedication to our students and our mission. We appreciate your many years of service as a Guidance Counselor.

We hope you spend your days in retirement making wonderful memories with family and friends. You will be missed!

Sincerely,

Christopher Sandford
Head of School

*Congratulations!
You will always
be a part of
the family!*

Cc: Board of Trustees
Holly Singleton, Associate Head of School
Michael Susi, Associate Head of School for Finance and Operations
David Walley, Director of Counseling Services
Lori Wajer, Director of Human Resources
Employee File



February 23, 2021

Dear Chris,

Please know that this is my letter of intention to retire at the end of the 2020-2021 school year.

Please also know that I am still available on an as needed basis to contribute in any way needed.

Thank you for all - I have and do love working here at The Woodstock Academy in my position as School Counselor -

It has been and is a gift.

Sincerely,

Leela K. Brice



February 23, 2021

Mr. and Mrs. Adam Bottone
150 Route 169
Woodstock, CT 06281

Dear Mr. and Mrs. Bottone:

Thank you for the recent update about the construction timetable regarding your new home. How exciting for your whole family!

On behalf of the Board of Trustees, administration, faculty, staff and community, we thank you for your dedication to our students. Your contributions in our residential life program have positively impacted Academy students, and we appreciate the attention and care you have demonstrated as dorm parents.

Please reach out to Assistant Head of School John Rigney to make all the necessary arrangements as you vacate your apartment at the end of June.

We wish you every happiness in your new home.

Sincerely,

Christopher Sandford
Head of School

*Congratulations!
You gain it our loss!*

Cc: Board of Trustees

Holly Singleton, Associate Head of School

Michael Susi, Associate Head of School for Finance and Operations

John Rigney, Assistant Head of School, South Campus

Lori Wajer, Director of Human Resources

Employee File

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



BOARD MEETING

Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 3

- 5. Board Reports
 - a. President's Report
 - ii. Trustee Retreat Reflection

| Goals and Objectives from the BOT Self-Evaluation/Retreat | | | |
|---|----------------|---|--|
| Recruitment | | Sam, Cary, Jeff, Mike | |
| | Goal #1 | Identify strengths and areas of need related to the current Board's personal and professional experiences. | |
| | Objective A | Create a self-assessment to identify the strengths of current Board members. | |
| | Objective B | Professional skills and aptitudes might include finance, business, education, etc. | |
| | Goal #2 | Begin to develop a BOT that reflects and aligns with the composition of The Academy student body. | |
| | Objective A | Identify the demographics of the current student body. | |
| | Objective B | Compare the composition of the current student body and the BOT to identify underrepresented demographic areas. | |

| | | | |
|--|-------------|---|--|
| | Objective C | Engage with local Chamber of Commerce organizations to cultivate potential new members. | |
| | Objective D | Solicit interest from our international families to identify potential new board members. | |
| | Objective E | Report any progress on this goal to the Board at every fourth meeting. | |
| | Goal #3 | Develop a surplus of potential candidates for the Board. | |
| | Other: | Term limits and succession planning should be addressed. | |
| | | | |

| | | | |
|--------------------|----------------|---|--|
| Fundraising | | Bob, Jim, Paul, Hans R., Philippa, Jon | |
| | Goal #1 | Look to obtain board members who understand the concept of an independent school and appreciate the importance of fundraising. | |
| | Goal #2 | Create an expectation that the Board must be a good model for fundraising and overall school support. | |
| | Objective A | Assist the development office by sharing leads and "setting the table" to help increase the likelihood of giving success. | |
| | Objective B | Assist in the cultivation of contacts by introducing them to the school. This may be initially as simple as inviting them to a game or other school event. | |
| | Goal #3 | Push for 100% Board participation in the upcoming InSpire150 campaign for the Academy building. | |
| | Objective A | Assuming full participation could be attained, leverage with letters from the Board to faculty, alumni, and even the graduating class to encourage participation in this very important effort. | |
| | Other: | It was felt the Executive Committee would determine which subcommittee would handle these tasks. | |

| | | | |
|--------------------|----------------|--|--|
| Orientation | | Len, Martha, Barbara, Jay, Brent, Holly | |
| | Goal #1 | Develop a mentor program for new trustees. | |
| | Objective A | Provide background on school and board structure, expectations, overview of personnel and school programs, giving expectations, school finances, issues of conflict of interest, campus tours, etc. | |
| | Goal #2 | Develop an improved onboarding packet. | |
| | Objective A | Include bylaws, list of committees, evaluation documents, History of WA, Robert's Rules of Order, promotional materials, strategic plan, the leadership theory of action, contact information, key fob, etc. | |
| | Objective B | Consider putting the packet online. | |
| | Goal #3 | Offer a "Re-orientation" for interested Trustees in fall 2021. | |
| | | | |

| Evaluation | | Christine, Garry, Walter, Ed, Chris | |
|-------------------|----------------|---|--|
| | Goal #1 | Continue with the self-evaluation process. | |
| | Objective A | The Board should perform a self-evaluation every two years and include feedback from the administration and teachers. | |
| | Objective B | NAIS survey questions can be used. | |
| | Goal #2 | Consider performing evaluations for individual Trustees starting in the next two years. | |
| | Goal #3 | Create an ad hoc Board Governance Committee to oversee this process. | |

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



BOARD MEETING

Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 4

- 5. Board Reports
 - b. Committee Reports

MINUTES OF THE MEETING
THE WOODSTOCK ACADEMY
BOARD OF TRUSTEES
ACADEMIC COMMITTEE
January 11, 2021



These minutes are for
informational purposes only.

PRESENT: Paquette, Philippa; Young, Scott; Harten, Michael; May, Val; Musko, Jason; Walley, David; Castle, Leah; Ignacio, Joey; Sandford, Chris; Singleton, Holly; Woodland, Julie

ABSENT WITH NOTIFICATION: Child, Barbara; Michalski, Alina (alternate)

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 December 14, 2021

MOTION: (Singleton/Young) To approve the minutes of December 14, 2021.

Unanimous

4. Course Revision: African-American, Black, Puerto Rican and Latino Studies

Dr. Harten presented a revised proposal for the upcoming African-American, Black, Puerto Rican and Latino Studies course, saying it was recently revised to match the state's new requirements. The original course would have started this fall but was put on hold due to enrollment numbers. WALT and the department have already approved this course. Committee Chair Paquette plans to sit in on the class this spring. Committee members approved the course without additional changes or comments.

5. Student Mental Health

Dr. Harten reviewed a handout that listed changes to the mental health services meant to address concerns about ongoing stress and anxiety for students and staff during the pandemic. Highlights included the need for individuals to be more intentional when accessing help, struggles with executive functioning/organizational skills, and that it has been more time consuming for parents/teachers/counselors to deliver necessary help. Parents and guardians have been reaching out for services for themselves and their families; students have been reaching out for help with their peers; and many well-adjusted and high functioning students have also needed support to cope with increased isolation and uncertainty. More counseling services have been provided than ever before. The Academy has been working with Silver Linings for counseling services and has added an additional social worker to address the increased demand. Group discussion included:

- difficulties with online format/engagement
- how helpful the support of teachers has been for their [appreciative] students
- the recent addition of the Learning Lab has helped many students who have been avoiding school
- teachers have been frustrated/discouraged by students who refuse to engage
- observations about the general disparities between teachers who have different class sizes/prep requirements/course loads were made
- there are multiple challenges associated with AP classes for both students and teachers
- each family has needed to examine their expectations about their individual activity loads during the pandemic

6. Virtual School

Dr. Harten shared that twenty students are currently attending classes through our virtual school program. We will be piloting a new program in early February where we offer two fully virtual classes in the evenings (EST) for those students who must attend school in an online format.

7. Second Semester Update

Associate Head of School Holly Singleton described the positions that were recently added in an effort to reduce class sizes. Full-time art and social studies teachers have been hired; more sections have been added in science and math; and two paraprofessionals will be added (we are still looking for one more). Several of the new employees have also volunteered to coach.

8. School Goal Update—Athletics

Associate Head of School Holly Singleton praised athletic director Sean Saucier for coordinating additional diversity training. Soon, coaches and teachers will have an opportunity to attend “Sports Can Battle Racism” and approximately 30 facility and staff members will be able to attend a “summer institute” program in August.

9. Current Events Discussion

Committee Chair Paquette was curious about how recent national events were addressed in the classroom. Dr. Harten, Mrs. Singleton and the student representatives present said that teachers offered students a chance to express their thoughts and opinions without bias or agenda. A good portion of time was spent examining various topics and each student was able to respectfully express their opinion without judgement.

10. Other

Committee Chair Paquette thanked the group for their incredible work.

11. Adjournment

MOTION: (Harten/Ignacio) 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
February 3, 2021



These minutes are for
informational purposes only.

PRESENT: Blackmer, Robert; Duvall, Nancy (C); Frankhouser, Hans (W); Kelly, Paul; McGinn, Walter; Morse, David; Paquette, Philippa; Swenson, Christine; Trivella, Joan; Tuttle, Brent (P); Sandford, Chris; Singleton, Holly; Susi, Michael; Woodland, Julie

ABSENT WITH NOTIFICATION: Atchinson, Keith; Higgins, Edwin

1. Call to Order

The meeting was called to order by Chairman Swenson at 7:00 p.m.

2. Community Participation – None.

3. Secretary's Report

a. Minutes of January 6, 2021

MOTION: (Paquette/Trivella) To approve the minutes of January 6, 2021 as presented.

Unanimous

b. Minutes of January 20, 2021

MOTION: (Paquette/Trivella) To approve the minutes of January 20, 2021 as presented. All voted Yes except Bob Blackmer, who abstained.

Motion passes.

c. Minutes of January 27, 2021

MOTION: (Paquette/Trivella) To approve the minutes of January 27, 2021 as presented. All voted Yes except Philippa Paquette, Brent Tuttle, and Hans Frankhouser, who abstained.

Motion passes.

4. Correspondence

Head of School Sandford reviewed the correspondence which was included in the packet. He highlighted letters thanking The Academy's counseling department; letters to Sterling and Canterbury Public Schools which provided packets of information to assist families who are considering choosing The Academy; letters thanking State Representative Dubitsky, State Senator Champagne, State Representative Boyd, and the Woodstock Historic District Commission for their support on the Academy Building project; various bereavement letters and letters of resignation; a letter to the Woodstock Public Schools regarding contract negotiations; and letters written by Board Secretary Paquette thanking students and staff for their resilience during the pandemic.

5. February Retreat Update

The group was reminded that the Board Retreat would be held on February 16, 2021, beginning at 6:30 p.m. through Zoom. Head of School Sandford, President Swenson and Doug Cummings planned to meet on Monday, February 15 to finalize meeting plans. Brief discussion included the style of the online survey for Trustees, and Mr. Kelly suggested a similar format and style be used to conduct future Head of School evaluations.

6. Academy Building Project Funding Update

Head of School Sandford informed the committee that the administration was planning to present two funding options to the Buildings & Grounds Committee regarding the Academy Building project. In short, one option would involve short-term borrowing in order to begin the project more quickly; the other option would involve

saving for four years before beginning the project. Both scenarios require similar levels of fundraising, but the varying the timetable creates other potential costs and opportunities. After the Buildings & Grounds Committee evaluates the proposals, a recommendation will be made to the Executive and Finance Committees.

7. Spring Semester Update

Head of School Sandford provided an overview of the ways the spring semester may appear different from the fall semester this year. Highlights included:

- An expectation that more students would return to in-person classes
- Concern about how many students might not return in the spring, or in the fall
- Due to hiring more teachers, more student opportunities will be seen in science, social studies, art, English, math.
- Wednesday's schedule may offer a half day of office hours and a half day of instruction, along with reduced travel/transition time between classes and adjustments to the start time of the school day.
- Right now, in-person attendance is required for participation in school activities and sports.
- April is the target month for full, in-person learning.
- Increasing numbers of students are opting for in-person learning.
- Offering evening classes is now being piloted.
- Administration is carefully watching a big list of students who will need extra support to find their path to graduation this year.
- It is expected that most teachers will be vaccinated by April and will be excited to return to the classroom. In-person teaching is easier to do and higher quality with direct human contact.

Discussion included the number of schools that are still planning to offer hybrid learning in the fall; if and what a vaccine mandate might look like; how the state might redefine the school day to "count" virtual instruction; and the likely demand for an ongoing hybrid classroom for some families on a temporary basis (expulsion or illness) or long-term basis (homeschool or enrichment).

8. Special Education Changes

Head of School Sandford reviewed a handout explaining The Academy's new special education program which will replace the program formerly offered by EASTCONN and begin this fall. Of the fifteen students currently enrolled in the EASTCONN program, we have budgeted for ten to enroll in the new program this fall. The student tuition rate has been set at \$40K. Existing positions within our current special education program will be modified/shifted. The program has been named STRIVE—Structured Teaching Reinforcing Individualized & Varied Experiences.

9. Approve Committee Charters

All committee charters were available for review. They will be presented to the full Board at the March meeting. Mr. Blackmer asked for guidance as to how each committee was to perform its own self-evaluation, as part of the charter.

10. National Historic Landmark Application Update

Head of School Sandford said this application, which determines if we are eligible to submit an official application for the Academy Building to be registered as a National Historic Landmark, is being compiled at this time. The group supported this effort and designated Head of School Sandford as the point person to lead it.

11. Other Items – None.

12. Executive Session

a. Personnel

b. Head of School Review

MOTION: (Paquette/Tuttle) To enter into Executive Session to discuss Personnel and the Head of School's Review, inviting Head of School Sandford, Associate Head of School Holly Singleton, Mike Susi and Julie Woodland to attend, at 7:47 p.m.

Unanimous

The meeting returned to regular session at 7:56 p.m.

13. Possible Action Based on Executive Session – None.

14. Adjournment

MOTION: (Frankhouser/Paquette) To adjourn the meeting at 7:56 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
Special Meeting
January 27, 2021



These minutes are for
informational purposes only.

PRESENT: Duvall, Nancy (C); Kelly, Paul; McGinn, Walter; Swenson, Christine; Sandford, Chris; Susi, Michael; Woodland, Julie

ABSENT WITH NOTIFICATION: Atchinson, Keith; Blackmer, Robert; Frankhouser, Hans (W); Higgins, Edwin; Paquette, Philippa; Trivella, Joan; Tuttle, Brent (P)

GUESTS: Douglas Cummings

1. Call to Order

The meeting was called to order by Chairman Swenson at 7:01 p.m.

2. Community Participation – None.

3. Discuss Board of Trustees Self Evaluation and Retreat

Based on discussion at the last special meeting, Douglas Cummings of Educator's Collaborative shared a tentative schedule and sample survey questions via Survey Monkey. He plans to send the survey out to Board members in advance, process the results and create a report. He will then apply those results against his "12 principals of good governance," with the Board. Individual priority areas will be assigned to specific break-out groups, which will meet for approximately 30 minutes to create action steps and discuss time frames for completion.

Board discussion included the need to have the full Board complete the survey prior to the BOT Retreat on February 16, the types/style of survey questions, developing a workable timetable prior to the retreat and in what capacity administrators would be involved.

It was agreed:

- To send the survey and cover letter out to the Board on Monday, February 1 with a due date of Monday, February 8.
- Surveys will be anonymous.
- To ensure 100% participation, Board members will be asked to contact Mrs. Woodland upon survey completion.
- Mr. Cummings will process the survey results and meet with President Swenson and Head of School Sandford on Monday, February 15 to fine tune retreat plans.
- While administrators will be asked to complete a survey in order to help gather supporting data, Board retreat discussion and planning will be performed exclusively by the Board and about the Board.
- President Swenson, Head of School Sandford and Mr. Cummings will meet on Friday, January 29 to craft an introductory letter to both the Board and to the administrative team which will include a link to the survey.

4. Adjournment

MOTION: (Duval/Kelly) To adjourn the meeting at 7:33 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.

MINUTES OF THE MEETING
THE WOODSTOCK ACADEMY
BOARD OF TRUSTEES
EXECUTIVE COMMITTEE
Special Meeting
January 20, 2021



These minutes are for
informational purposes only.

PRESENT: Duvall, Nancy (C); Kelly, Paul; Livernois, Jay (Ex-Officio); McGinn, Walter; Paquette, Philippa; Swenson, Christine; Sandford, Chris; Woodland, Julie

ABSENT WITH NOTIFICATION: Atchinson, Keith; Blackmer, Robert; Frankhouser, Hans (W); Higgins, Edwin; Trivella, Joan; Tuttle, Brent (P)

GUESTS: Douglas Cummings

1. Call to Order

The meeting was called to order by Chairman Swenson at 7:00 p.m.

2. Community Participation – None.

3. Discuss Board of Trustees Self Evaluation and Retreat

Douglas Cummings of Educator's Collaborative provided an overview of how he would typically begin this type of Board development. He usually introduces the twelve principals of good governance—things all effective Boards should be doing—followed by a link to a 10-minute self-assessment for Board members to complete. After sorting the results, 3-5 critical areas are identified, and action steps are developed. Action steps encompass where to go from here, who will lead the charge in these areas and how to measure success.

Board discussion included whether or not the self-evaluation survey could be done in advance and whether or not Board members would have an opportunity to read supporting materials before the retreat. It was suggested that break rooms might be used to cultivate action steps within smaller groups.

It was agreed that Board members would do the self-evaluation survey in advance and those results would be used to develop a more focused presentation narrative, to foster more in-depth conversation, and to encourage greater participation from all Board members.

Mr. Cummings intends to review the Board's bylaws, policies, and application for membership—all of which are available on the website. Before the next meeting on January 27, Mr. Cummings plans to share a draft agenda for the retreat and a sample survey (with open-ended questions) with President Swenson and Head of School Sandford.

4. Adjournment

MOTION: (McGinn/Kelly) To adjourn the meeting at 8:13 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
January 11, 2021



These minutes are for
informational purposes only.

PRESENT: Beckwith, Martha; Bentley, Carabeau, Garry; Cary; Duvall, Nancy; Frankhouser, Hans; Kelly, Paul; Trivella, Joan; Sandford, Chris; Singleton, Holly; Susi, Michael; Woodland, Julie

ABSENT WITH NOTIFICATION: Atchinson, Keith; Tuttle, Brent

1. Call to Order

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

2. Community Participation – None.

3. Secretary's Report—Minutes of December 14, 2020

MOTION: (Beckwith/Duvall) To approve the minutes of December 14, 2020.

Unanimous

4. 2020-2021 Budget Status Update

Associate Head of School for Finance and Operations Michael Susi presented detailed revenue and expense reports to the group. Revenue figures are on track for the year; receiving unexpected rental fees has been a plus. Expenses are on target (benefits, professional services, professional development, etc.) or less than budgeted due to the pandemic (substitutes, drivers, overtime, tutoring, legal services, utilities, food services, etc.). Cost cutting continues to be priority, with an effort to separate wants versus needs. Without shortchanging students, the goal is to set aside enough funds in this budget to completely cover the year-end balloon payment. Discussion included a request for the administration to examine any service contracts which might be underutilized during the pandemic.

5. 2021-2022 Budget Discussion

Head of School Sandford stated he has met with all the department heads to discuss possible budget reductions. We are still waiting on updated health insurance numbers. Tuition revenue in the 2021-2022 budget has been set for \$3M rather than \$5M. The committee seemed inclined to hold tuition steady at 2020-2021 levels but planned to discuss it further at the next meeting.

6. Other

Head of School Sandford said Mr. Susi and the auditors have been working with the bank to finish the first PPE loan and determine if The Academy will meet the threshold for the second PPE loan. Hopefully, there will be more money from the state and/or COVID relief money coming in January to reimburse certain expenses from the last six months.

7. Adjournment

MOTION: (Frankhouser/Bentley) To adjourn the meeting at 7:25 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, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 5

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: 2/28/2021



| | <u>Y-T-D</u> <u>Actual</u> | <u>FY Budgeted</u> <u>Amount</u> | <u>Percent</u> <u>of Budget</u> |
|--------------------------|-------------------------------|-------------------------------------|------------------------------------|
| <u>Revenues</u> | | | |
| Tuition and Assessments | 13,849,489.55 | 18,214,664.00 | (76.03) |
| Other Miscellaneous Fees | 173,470.54 | 301,500.00 | (57.54) |
| Other Income | (24,217.73) | 55,000.00 | 44.03 |
| Facilities Income | 39,810.00 | 66,200.00 | (60.14) |
| Investment Income | 26,083.89 | 25,000.00 | (104.34) |
| Grants and Contributions | 288,345.40 | 0.00 | 0.00 |
| Total Revenues | 14,352,981.65 | 18,662,364.00 | (76.91) |

SUMMARY EXPENSES full Board
The Woodstock Academy
Fiscal Year Through 2/28/2021



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> |
|------------------------------------|-------------------------------|-------------------------------------|-----------------------------------|
| <u>Expenses</u> | | | |
| <u>Payroll</u> | | | |
| Salaries | 7,476,013.08 | 10,923,855.00 | 68.44 |
| Benefits | 1,518,340.66 | 2,749,453.00 | 55.22 |
| Total Payroll | 8,994,353.74 | 13,673,308.00 | 65.78 |
| <u>Other Expenses</u> | | | |
| Professional Services | 248,319.81 | 697,150.00 | 35.62 |
| Transportation | 1,416.25 | 225,000.00 | 0.63 |
| Insurances/Legal | 287,958.53 | 535,492.00 | 53.77 |
| School-Wide Admissions/Recruitment | 40,195.82 | 158,000.00 | 25.44 |
| Professional Development | 53,706.59 | 71,300.00 | 75.32 |
| Instructional | 499,846.09 | 863,445.00 | 57.89 |
| Equipment | 74,490.35 | 237,310.00 | 31.39 |
| Debt Service | 584,268.37 | 945,706.00 | 61.78 |
| Facility Maintenance | 425,598.62 | 758,200.00 | 56.13 |
| Utilities | 527,328.72 | 888,880.00 | 59.33 |
| Food Service | 435,308.07 | 561,000.00 | 77.60 |
| Agent Fees | 169,488.75 | 300,000.00 | 56.50 |
| Total Other Expenses | 3,347,925.97 | 6,241,483.00 | 53.64 |
| Total Expenses | 12,342,279.71 | 19,914,791.00 | 61.98 |

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



BOARD MEETING

Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENTS 6 & 7

6. Woodstock Academy Administration Reports
 - b. Associate Head of School Report
 - i. March Update
 - ii. Bridge to Return



March Updates from the Associate Head of School

School Updates

- WA is preparing for the start of the Bridge to Return schedule. (Details on the back.)

School & Student Achievements

- WA's Model UN National team wins first place! They were awarded first place in research and first place in performance. Eleven of the 11 members also won individual awards:
 - Award of Distinction: Riley Chapuis (W), AJ Williams (W), Kaily LaChapelle (W), Hannah Darigan (P)
 - Award of Excellence: Eli Werstler (W)
 - Award of Merit: Sam Massey (W)
 - Honorable Mention: Ethan Bove (W), Ashley Nunes (W), Clayton Singleton (E), Katie Ben (B), Emily McClure (W)
- Vincent Tocci (W) won Honorable Mention in the Scholastic Writing Awards for his critical essay, "Take These Broken Wings and Learn to Fly: How We Clipped the USPS's Wings."
- Five students received awards at the Scholastic Art Awards: a Gold Key for Mallory Tyimok (P), a Gold Key for Ella Favreau (T), a Silver Key for Aiden Finch (B), an Honorable Mention for Noah Page (T), and an Honorable Mention for Han Zheng (T).
- Clayton Singleton (E) won a Distinguished Finalist Medallion in the 2021 Prudential Spirit of Community Award as a top CT runner-up. He also received the 2021 President's Volunteer Service Award.
- Three students were accepted to the virtual CT All-State Music Festival: Cormac Nielson (W) for band, Vincent Tocci (W) for chorus, and Rockwell Valentine (W) for jazz band.

Faculty & Staff Achievements

- Tom Young was selected by the College Board to be an AP reader for this year's AP Statistics test.
- Sara Dziedzic received her ECE certification as an instructor of Introduction to Genocide Studies through UConn.
- And super congratulations to Sara Dziedzic on the MUN Team's National Championship this past week – first place in research, first place in performance, and 11 out of the 11 students won individual awards! WAhooo!!
- John Rigney was accepted into Columbia University's Teacher College FORGE summer program.
- Andrew Morehouse was approved for ECE certification as an instructor of Advanced Topics in Latin through UConn.

The Woodstock Academy

SHORT Bridge to Return (updated 3/5)

In order to transition to a full in-person learning model, the following bridge to return will be followed:

Week of March 22nd (Stage 1)

- Building is open for regular and routine employee work.
- Building is prepped for the full return of employees and students.
- Instructional Model Stage 1 continues. (Blue students in person on Monday; Gold students in person on Tuesday; Green students in person both days; eLearning ½ day on Wednesday; eLearning full days on Thursday and Friday).
- Intensive Learning Lab (ILL) continues on virtual learning days as scheduled.

Week of March 29th

- All employees are required to work from the WA campuses.
- Instructional Model Stage 1 continues.
- Intensive Learning Lab continues on virtual learning days as scheduled.

Week of April 5th

- Return of in-person learners (Stage 2)
- Maintain Stage 1 core schedule. Thursday & Friday follow the Monday & Tuesday schedule.
- ILL continues for students on Wednesdays; begin to phase out.
- “Snow Days” = option of “moving Wednesday”

| Monday | Tuesday | Wednesday | Thursday | Friday |
|--------|---------|---------------------------------|----------|--------|
| Blue | Gold | eLearning AM Office hours PM | Blue | Gold |

Monday, April 5th – Day A for Blue & Green

Tuesday, April 6th – Day A for Gold & Green

Wednesday, April 7th – Day A Virtual for ALL students

Thursday, April 8th – Day B for Blue & Green

Friday, April 9th – Day B for Gold & Green

Week of April 12th

- Continuation of Stage 2
- Freshmen attend every day.
- Priority students (Green, ILL attendees, failing students) attend every day.

Monday, April 12th – Day A for Blue, Freshmen, & Priority Students

Tuesday, April 13th – Day A for Gold, Freshmen, Juniors (for SAT testing) & Priority Students

Wednesday, April 14th – Day B Virtual for ALL students

Thursday, April 15th – Day B for Blue, Freshmen, & Priority Students

Friday, April 16th – Day B for Gold, Freshmen, & Priority Students

Week of April 19th – April Break

Week of April 26th (Stage 3)

- Monday, Tuesday, Thursday, and Friday are in-person learning days for ALL students; Wednesday is a ½ day eLearning day for ALL students.

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



BOARD MEETING

Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT—OTHER

6. Woodstock Academy Administration Reports
 - c. Associate Head of School for Advancement
 - ii. Other



March 1, 2021

Intent to Apply for Permanent Liquor License

With the re-opening of the Loos Center for the Arts, there is an ongoing need to receive permits to sell liquor during some events. Other than ticket revenue, bar sales are the highest revenue source during public events. At previous events, we've had revenues between \$450 and \$6,300 from bar sales.

The Woodstock Academy would like to pursue obtaining a permanent liquor license for the Loos Center for the Arts instead of applying for temporary licenses each time we have an event. While there is a foreseeable cost savings long term, moving from \$60/event to \$250/year, there would also be other benefits of obtaining a permanent license.

Receiving a permanent application would allow us to schedule events more easily and without worry that we would not receive a permit in time for an event to be successful. Previously, we've waited as long as six months after application to receive our temporary licenses, sometimes putting us just days before an event to get final approval. Additionally, a permanent license would allow us to expand the number of events where we can sell alcohol instead of giving away (for example: alumni weekend events, gallery events, etc.).

The process for obtaining a permanent liquor license would be a one-time fee with the state for \$350 which includes a non-refundable "application fee" of \$100, plus a \$20 application with the town of Woodstock. We'd then need to obtain approval from Zoning and the Fire Marshall. Some minor changes would also need to happen in the Loos Center for the Arts to prove there is space for secure liquor storage, although the goal would be to continue only purchasing alcohol per event needs. Each year the license would renew at \$250 with the state.

After obtaining the permanent liquor license, we will continue to request permission for alcohol sales/use through the Head of School, in accordance with policy 3515.5 – Alcohol Use on Campus for events.

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES

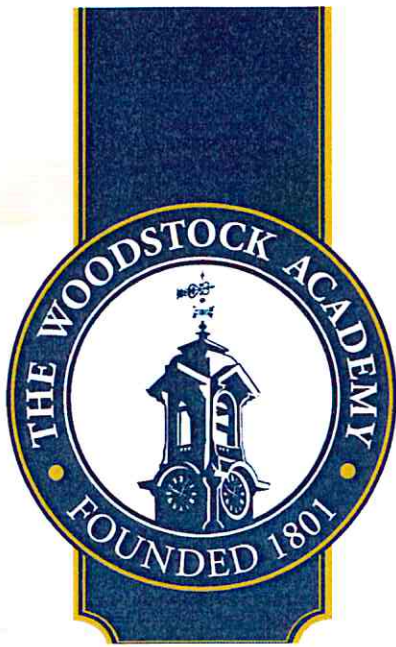


BOARD MEETING

Meeting date: Tuesday, March 16, 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. Special Education Presentation



THE WOODSTOCK ACADEMY

STRUCTURED TEACHING REINFORCING (STRIVE) INDIVIDUALIZED VARIED EXPERIENCES

The Woodstock Academy STRIVE Program serves eligible students (grades 9-12) and (ages 18-22) by providing special education and related services, as determined by the student's Individualized Education Plan (IEP). These individualized plans are developed in partnership with the local education agency (LEA). In each case, the student and family play a significant role in the plan's development. The Academy's program offers options in the least restrictive environment; a strong case management model to support both families and faculty; and services, accommodations, and modifications to help students succeed and reach their potential.

OFFERINGS

Resource Support: This service provides students support based upon the student's needs as determined by the IEP. A case manager provides the student with academic support, direct instruction and transition planning. The Resource Support program allows students to enroll in general education classes while the student receives academic support and develops a transition plan for their post-secondary goals.

Specific Individualized Support: This service provides support to students who need more specific and individualized support, such as students with specific learning or intellectual disabilities or other exceptionalities who require reliance on special education supports and programming and would benefit from a functional academic program. While targeting specific goals in a student's IEP, the program helps students to develop the skills and behaviors necessary for a positive, independent, and confident functioning member of society. As appropriate, students have opportunities to be a part of the general education setting and work collaboratively with their non-disabled peers.

STRENGTHS

Provides an **authentic high school experience**, regardless of the student's disability, and supports the eligible student's ability to meet high school graduation requirements and **receive a Woodstock Academy Diploma**.

Supports student's **progress on IEP goals and objectives** and personal development, such as developing social skills, independence, and employability.

Offers **strong case management** and collaboration including the students, their parents and guardians, regular education teachers, administration, and related services personnel and staff.

Supports students in various aspects, including but not limited to classroom activities and **preparation for life after The Woodstock Academy** (e.g., social skills, transition skills, life skills, community experiences, and related services).

Provides each student with **assisted technology support**. Every student receives an iPad as well as any additional assistive technology support outlined in their IEP.



THE WOODSTOCK ACADEMY STRIVE PROGRAM

STRUCTURE

Class sizes are a maximum of 10-15 but often smaller.

WA staff includes a director of student supports, special education teacher, instructional assistants, and school psychologist, as well as related services in accordance with IEP contracted through EASTCONN.

Advisory: Each student will be assigned to an advisory group which is led by a teacher and made up of a variety of Academy students.

Unified Sports: Each student will be able to take part in the Unified Sports program, which offers at least one sport in each season.

COURSES

Academic Courses in alignment for earning a Woodstock Academy Diploma Specifics determined by the PPT process and IEP goals.

Regular Education Courses taught by certified content specialists.

Unified Courses are modified curriculum, with peer mentor support, taught by certified content specialist. Examples include: Unified Music, Physical Education, Health, and Cooking.

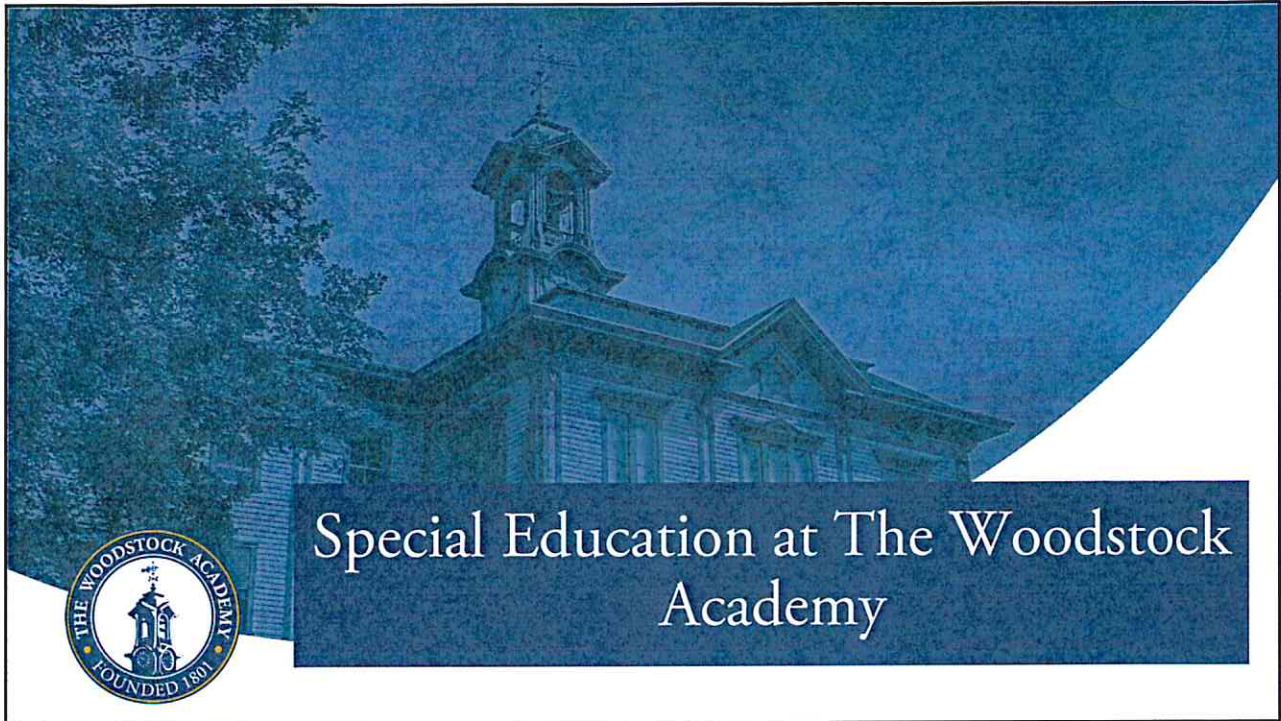
Special Education Courses provided specific skill and academic based instruction in alignment with an IEP.

ACTIVITIES


Vocational training opportunity on and off campus: When work study experience is appropriate for a student, they take a Work Study course which provides the opportunity to work and earn a small paycheck. Examples of jobs include (but are not limited to): disposing of cardboard (collapsing and recycling), loading, running, and unloading the dishwasher, food prep in the school kitchen, filling drink cases in the cafeteria, custodial jobs in the cafeteria after lunch, and daycare assistant at local daycare.

School activities: Students will participate in activities in alignment with their course schedule such as music concerts or field trips as well as general school activities such as proms, grade-specific social events, and Academy clubs.





1




Vision

The Woodstock Academy is a student-centered school which emphasizes individual growth and development through student engagement in diverse instructional opportunities effectively managed by an empowered faculty, supported by a participating community, and characterized by the highest global values of a rapidly changing world.

Mission

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.



2

Traditional Resource Support

- Provides students with support based on their individual needs as determined by an *IEP*.
- A *case manager* provides the student with academic support, direct instruction, and *transition planning*.
- The Resource Support program allows students to enroll in *general education classes* while the student receives academic support and develops a *transition plan* for their post-secondary goals.

3

Individualized Support (new)

- Provides support to students who need *more specific and individualized support*, such as students with specific learning or intellectual disabilities or other exceptionalities who require reliance on more comprehensive special education accommodations, modifications, and programming.
- This program helps students to develop the *skills and behaviors* necessary to become positive, independent, and confident functioning members of society.
- Students have opportunities to be a part of the *general education setting* and work collaboratively with their non-disabled peers, when appropriate.

4

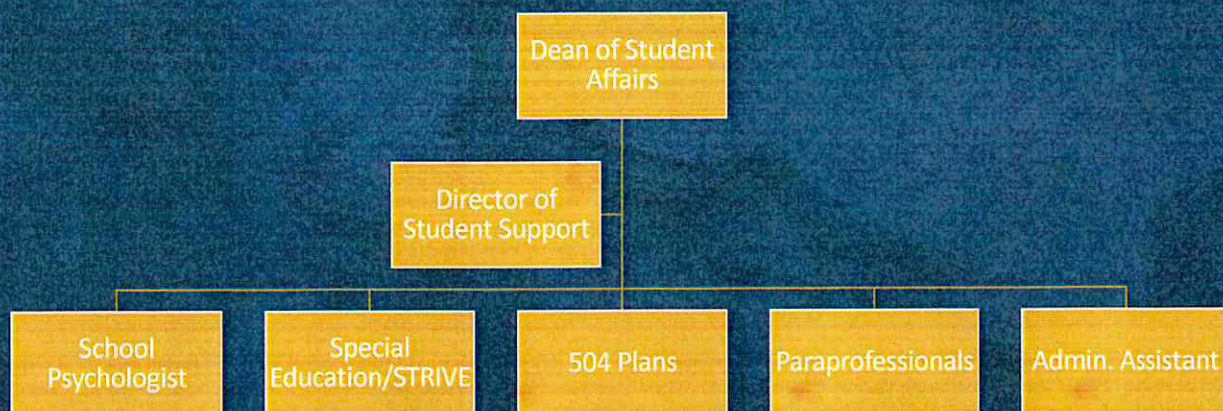
Theory of Action

The new program is based on the Theory of Action:

- Closing the achievement gap
- Develop plans to address a decrease in sending town enrollment
- Build unique programs
- Diversity and inclusion

5

Department Structure



6

Looking to the Future

- Residential program
- Expanding transition opportunities within the community
- Building programming for 18-22 age group
- Collaboration with additional towns outside of current sending towns
- Preschool grant/program

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



BOARD MEETING

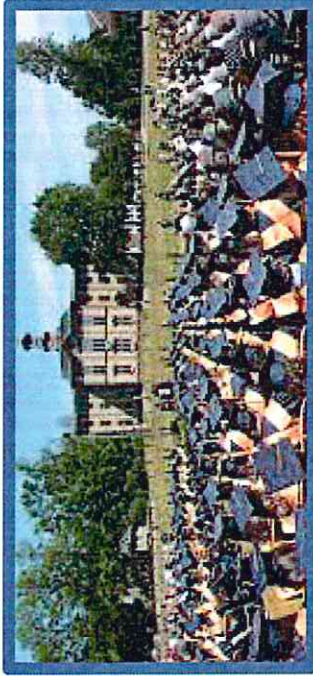
Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 9

- 6. Woodstock Academy Administration Reports
 - d. Head of School Report
 - ii. 2021-2022 Calendars
(BOT, Academic, Residential Life)

The Woodstock Academy Academic Calendar

2021-2022



Significant Dates

| | | |
|----------|-----------------------------|-----------|
| 8/25/21 | Professional Development | No School |
| 8/26/21 | Professional Development | No School |
| 8/29/21 | Family Traditions | Half Day |
| 8/30/21 | First Day for New Students | Full Day |
| 8/31/21 | First Day for All Students | Half Day |
| 9/3/21 | Half Day | No School |
| 9/6/21 | Labor Day | No School |
| 10/11/21 | Indigenous Peoples' Day | No School |
| 11/2/21 | Professional Development | No School |
| 11/24/21 | Thanksgiving Recess Begins | No School |
| 11/28/21 | Thanksgiving Recess Ends | No School |
| 12/18/21 | Winter Break Begins | No School |
| 1/2/22 | Winter Break Ends | No School |
| 1/17/22 | Martin Luther King Day | No School |
| 2/21/22 | President's Day | No School |
| 2/22/22 | Professional Development | No School |
| 4/15/22 | Good Friday | No School |
| 4/16/22 | Spring Break Begins | No School |
| 4/24/22 | Spring Break Ends | No School |
| 5/30/22 | Memorial Day | No School |
| 6/11/22 | Commencement | TENTATIVE |
| 6/15/22 | Proposed Last Day of School | Half Day |
| 6/16/22 | Professional Development | No School |



Calendar Template © 2016 Verlex42.com 03-01-2021

| November 21 | | | | | | |
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| August 21 | | | | | | |
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| March 22 | | | | | | |
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| February 22 | | | | | | |
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| January 22 | | | | | | |
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| December 21 | | | | | | |
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| July 22 | | | | | | |
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| June 22 | | | | | | |
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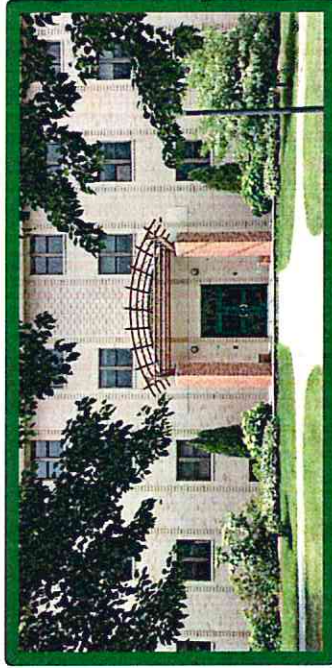
| May 22 | | | | | | |
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| April 22 | | | | | | |
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The Woodstock Academy

Residential Life Calendar

2021-2022



| August 21 | | | | | | |
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| September 21 | | | | | | |
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| October 21 | | | | | | |
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| November 21 | | | | | | |
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| December 21 | | | | | | |
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| January 22 | | | | | | |
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| February 22 | | | | | | |
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| 27 | 28 | | | | | |

| March 22 | | | | | | |
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| 27 | 28 | 29 | 30 | 31 | | |

| April 22 | | | | | | |
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| May 22 | | | | | | |
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| June 22 | | | | | | |
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| July 22 | | | | | | |
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| 31 | | | | | | |

Significant Dates

| | |
|----------|--|
| 8/29/21 | New and Returning Res Life Students |
| 8/30/21 | Arrival by Appointment |
| 8/31/21 | Shuttle to WA from Logan 3:00-4:00 PM |
| | Family Traditions |
| | First Day for New Students |
| | First Day for All Students |
| | Half Day of School on 9/3/21 |
| 11/23/21 | Students Depart after Class--Optional |
| 11/28/21 | Students Return by 6 PM |
| 12/17/21 | Students Depart after Class |
| | Shuttle to Logan from WA 3:00 PM |
| 12/19/21 | Winter Break Begins--Dorms Close at Noon |
| | Shuttle to Logan from WA 8:00 AM |
| 1/2/22 | Students Return by 6 PM--Dorms Open |
| | Shuttle to WA from Logan 5:00-6:00 PM |
| 2/18/22 | Students Depart after Class--Optional |
| 2/22/22 | Students Return by 6 PM |
| 4/14/22 | Students Depart after Class |
| | Shuttle to Logan from WA 3:00 PM |
| 4/15/22 | Spring Break Begins--Dorms Close at Noon |
| | Shuttle to Logan from WA 8:00 AM |
| 4/24/22 | Students Return by 6 PM--Dorms Open |
| | Shuttle to WA from Logan 5:00-6:00 PM |
| 6/11/22 | Commencement--Tentative |
| 6/15/22 | Last Day of School (1/2 day)-Tentative |
| | Shuttles to be determined by 4/1/22 |

No School Holidays, Professional Development, etc.



The Woodstock Academy

Board of Trustees Calendar

2021-2022



| August 21 | | | | | | |
|-----------|----|----|----|----|----|----|
| Su | M | Tu | W | Th | F | Sa |
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| September 21 | | | | | | |
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| October 21 | | | | | | |
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| November 21 | | | | | | |
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| December 21 | | | | | | |
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| January 22 | | | | | | |
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| February 22 | | | | | | |
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| March 22 | | | | | | |
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| April 22 | | | | | | |
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| May 22 | | | | | | |
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| June 22 | | | | | | |
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| 26 | 27 | 28 | 29 | 30 | | |

Meeting Dates

| | |
|----------|---|
| 8/4/21 | Executive |
| 8/9/21 | Finance |
| 8/17/21 | Board of Trustees Annual Meeting |
| 8/17/21 | Annual Meetings--Corporation and Foundation |
| 9/1/21 | Executive |
| 9/8/21 | Policy & Student Life |
| 9/13/21 | Academic, B&G, Finance |
| 10/6/21 | Executive & Negotiating |
| 10/12/21 | Academic & Finance |
| 10/19/21 | Board of Trustees |
| 11/3/21 | Executive |
| 11/8/21 | Academic, B&G, Finance |
| 11/10/21 | Policy & Student Life |
| 12/1/21 | Executive |
| 12/13/21 | Academic & Finance |
| 1/5/22 | Executive |
| 1/10/22 | Academic, B&G, Finance |
| 1/12/22 | Policy & Student Life |
| 1/18/22 | Board of Trustees |
| 2/2/22 | Executive & Negotiating |
| 2/7/22 | Academic & Finance |
| 2/15/22 | Board Retreat |
| 3/2/22 | Executive |
| 3/7/22 | Academic, B&G, Finance |
| 3/9/22 | Policy & Student Life |
| 3/15/22 | Board of Trustees |
| 4/6/22 | Executive |
| 4/11/22 | Academic & Finance |
| 5/4/22 | Executive |
| 5/9/22 | Academic, B&G, Finance |
| 5/11/22 | Policy & Student Life |
| 6/1/22 | Executive & Negotiating |
| 6/13/22 | Academic & Finance |
| 6/14/22 | Board of Trustees |

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES

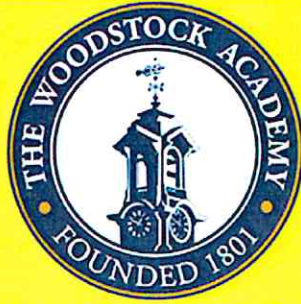


BOARD MEETING

Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 10

- 6. Woodstock Academy Administration Reports
 - d. Head of School Report
 - iii. 2021-2022 Tuition



TUITION & 2021-2022 REVENUE PROJECTIONS

Per Pupil Tuition Rate:

| Funding Source | Rate |
|--------------------------------|-------------|
| Sending Town Tuition | \$15,738 |
| Sending Town Special Education | \$16,048.61 |
| STRIVE – Special Education | \$40,000 |
| Boarding Tuition | \$52,500 |
| Day | \$16,500 |

| REVENUE | |
|--|------------------------|
| <i>Category</i> | <i>Proposed Amount</i> |
| Sending town's regular tuition | \$ 14,935,362 |
| Sending town's special education subsidy | \$ 1,107,354 |
| Students with Special Needs Program | \$ 400,000 |
| Private boarding tuition/fees | \$ 3,000,000 |
| Private day tuition | \$ 150,000 |
| Private boarding medical insurance | \$ 200,000 |
| Tutoring Services | \$ 65,000 |
| Facility Use | \$ 30,000 |
| Other Revenue | \$ 50,000 |
| Real Estate Sales | 250,000.00 |
| Total Budgeted Revenue | \$ 20,187,716 |

THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



BOARD MEETING

Meeting date: Tuesday, March 16, 2021
Time: 7:00 PM
Location: Zoom and the Fireside Room (South Campus)

ATTACHMENT 11

- 6. Woodstock Academy Administration Reports
 - d. Head of School Report
 - iv. Approve Committee Charters



Academic Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Academic Committee is to assist the Board of Trustees with its oversight of The Academy's academic mission and strategic academic priorities.

The Board's Academic Committee will collaborate with the Associate Head of School and Dean of Academics to regularly monitor the educational quality of The Academy's academic programs and to focus on the following:

- Overall learning goals, outcome and graduation requirements;
- Overall program quality, Academy accreditation and program review;
- Academic planning, including proposals for adding, modifying and/or discontinuing programs;
- Faculty and staff professional development program and evaluations;
- Regularly review pertinent data and assist in the development of plans to respond to that data;
- Coordinate support for academic programs and services; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will report regularly to the full Board and frame recommendations on matters of policy, quality and funding that require Board consideration and approval.

The Committee exists in accordance with Section 5.4 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president. The Committee shall also include up to two students, two faculty representatives and the Director of College and Career Counseling.

Chairperson

The Chairperson of the Committee will be chosen by the President of the Board of Trustees and work with the assigned staff to construct the meeting agenda.

Article III: Meetings and Evaluations

The Academic Committee will meet at least five times annually. The President of the Board or the Chairperson of the Committee may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees*, Policy 8130 and 8132.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Buildings & Grounds Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Buildings & Grounds Committee is to assist the Board of Trustees with its oversight of The Academy's physical plant including the maintenance of existing facilities, property and technology. In addition, the Committee plans for and oversees any renovation and/or new construction as needed.

The Board's Buildings & Grounds Committee will collaborate with the Associate Head of Finance and Operations to regularly monitor the quality of the facilities, grounds and technology of The Academy and to focus on the following:

- Develop and monitor a master facilities and maintenance plan that guides and assists with facilities management;
- Oversee an effective plan for preventive maintenance;
- Review and oversee safety, fire and health code inspections and any related concerns;
- Facility and technology planning, including proposals for adding, modifying and/or discontinuing buildings/programs;
- Oversee the planning and monitoring of any construction, renovation or refurbishing projects;
- Review facilities use guidelines and policies for the use of Academy facilities by outside groups;
- Review technology needs and review the technology plan;
- Coordinate budgetary support for facility and technology programs and services; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will report regularly to the full Board and frame recommendations on matters of policy, quality and funding that require Board consideration and approval.

The Committee exists in accordance with Section 5.4 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president.

Chairperson

The Chairperson of the Committee will be chosen by the President of the Board of Trustees and work with the assigned staff to construct the meeting agenda.

Article III: Meetings and Evaluations

The Buildings & Grounds Committee will meet at least five times annually. The President of the Board or the Chairperson of the Committee may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees*, Policy 8130 and 8132.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Executive Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Executive Committee is to assist the President in the management of the Board and to act with full authority of the Board between Board meetings, subject to statutory and Board-imposed limitations on committee action. The Executive Committee may act on behalf of the Board per Policy 8131.

The Board's Executive Committee will collaborate with the Head of School to focus on the following:

- Develop Board agendas and priorities;
- Recommend the strategic direction and focus of the Board;
- Monitor the performance of the Head of School, conduct his/her annual review and make recommendations to the Board regarding the Head of School's performance goals;
- Negotiate and make recommendations for the employment contracts of the Head of School and administrators;
- Make recommendations for The Academy and act to protect The Academy's interests;
- Provide a sounding board to the Head of School and other administrators and serve as a source of ready advice about operating and personnel matters; and
- Perform any action that is administrative in nature, is necessary for The Academy's efficient functioning, and does not compromise any significant interest or prerogative of the Board.

The Committee will report regularly to the full Board and frame recommendations on matters of policy, quality and funding that require Board consideration and approval.

The Committee exists in accordance with Section 5.1 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised by the officers of the Board and those Board members appointed annually by the president.

Chairperson

The Chairperson of the Committee will be the President of the Board of Trustees.

Article III: Meetings and Evaluations

The Executive Committee will meet at least five times annually. The President of the Board may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees*, Policy 8130 and 8132.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Expulsion Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Expulsion Committee will be to conduct hearings on alleged student infractions of The Academy rules and regulations in accordance with the laws and regulations from the State of Connecticut and the policies of The Academy.

The Board's Expulsion Committee will collaborate with the Head of School or his/her designee to focus on the following:

- Oversee that the discipline process follows state law and Academy policy;
- Work with legal counsel and hold a hearing in accordance with the law and render discipline based on state law and Academy policy;
- Review and recommend changes when needed to the expulsion policies and procedures of The Academy; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will follow appropriate privacy laws and regulations.

The Committee exists in accordance with Section 5.4 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president. No more than three Board members, which may or may not include a representative from a sending town, shall attend each hearing.

Chairperson

When possible, the President of the Board of Trustees will serve as Chairperson.

Article III: Meetings and Evaluations

The Expulsion Committee will meet at least once annually. The President of the Board may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees* and appropriate policies.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Finance Committee Charter

Article I: Purpose

The Woodstock Academy Board of Trustees' Finance Committee will be responsible for monitoring and reporting to the Board with respect to the financial health of The Academy, including making recommendations concerning short-term and long-term financial plans.

The Board's Finance Committee will collaborate with the Head of School and the Associate Head of School for Finance and Operations to regularly monitor the financial health of The Academy and to focus on the following:

- Review and oversee the financial condition of The Academy and make appropriate short-term and long-term recommendations and financial plans for The Academy;
- Develop, endorse and present the annual budget, in partnership with The Academy administration, to the Board of Trustees;
- Oversee relationships with financial institutions;
- Monitor the administration's adherence to the annual budget;
- Oversee The Academy's investments in accordance with BOT Policy;
- Annually review and recommend changes to the Investment Policy Statement as needed;
- Select the auditor and oversee the annual audit and tax reporting process;
- Review and recommend changes, when needed, to the financial policies and procedures of The Academy; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will report regularly to the full Board and frame recommendations on matters of policy, quality and funding that require Board consideration and approval.

The Committee exists in accordance with Section 5.2 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president. The treasurer and assistant treasurer of the Board of Trustees must be members of this committee.

Chairperson

The Chairperson of the Committee will be chosen by the President of the Board of Trustees and work with the assigned staff to construct the meeting agenda.

Article III: Meetings and Evaluations

The Finance Committee will meet at least five times annually. The President of the Board or the Chairperson of the Committee may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees*, Policy 8130 and 8132.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Negotiating Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Negotiating Committee will be to conduct contract negotiations with collective bargaining units and/or sending towns and report the process and results to the Board.

The Board's Negotiating Committee will collaborate with the Head of School and the Associate Head of School for Finance and Operations to focus on the following:

- Determine, in cooperation with Administration, The Academy's overall bargaining priorities and strategy;
- Analyze state-wide and regional data related to compensation;
- Retain and work with legal counsel to analyze and endorse, reject or counter bargaining proposals;
- Analyze and recommend appropriate action about any Memorandum of Understanding (MOU);
- Recommend to the Board the ratification of the negotiated agreement, or other appropriate action;
- Review and recommend changes when needed to the negotiating policies and procedures of The Academy; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will report on its activities regularly to the full Board.

The Committee exists in accordance with Section 5.4 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president.

Chairperson

The Chairperson of the Committee will be chosen by the President of the Board of Trustees and work with the assigned staff to construct the meeting agenda.

Article III: Meetings and Evaluations

The Negotiating Committee will meet at least once annually. The President of the Board or the Chairperson of the Committee may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees*, Policy 8130 and 8132.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Nominating Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Nominating Committee is to assist the Board of Trustees by recruiting and recommending the best qualified candidates for membership on the Board and for officers of the Board.

The Board's Nominating Committee will focus on the following:

- Review membership applications against the established selection criteria and make recommendations to the full Board;
- Upon the resignation or removal of a trustee, recommend a candidate to fill the vacancy to the Board if required;
- Recommend Board officers;
- Vet all candidates to ensure they have the proper competencies, experience and willingness to fulfill their duties and responsibilities as Board members;
- Ensure that the Board composition reflects the necessary criteria to meet best practice for independence and diversity; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will report regularly to the full Board and frame recommendations on matters of policy, quality and funding that require Board consideration and approval.

The Committee exists in accordance with Section 5.3 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president.

Chairperson

The Chairperson of the Committee will be chosen by the President of the Board of Trustees and work with the assigned staff to construct the meeting agenda.

Article III: Meetings and Evaluations

The Nominating Committee will meet at least two times annually. The President of the Board or the Chairperson of the Committee may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees*, Policy 8130 and 8132.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Policy Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Policy Committee is to develop, review and revise Board policies and to make those recommendations to the full board of The Woodstock Academy.

The Board's Policy Committee will collaborate with the Head of School or his/her designee to focus on the following:

- Draft and submit new policies and propose revised policies to the Board;
- Ensure that the policy manual is regularly reviewed and revised;
- Ensure that policies are consistent with law, the educational mission of The Academy and best practices; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will follow appropriate privacy laws and regulations.

The Committee exists in accordance with Section 5.4 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president.

Chairperson

The Chairperson of the Committee will be chosen by the President of the Board of Trustees and work with the assigned staff to construct the meeting agenda.

Article III: Meetings and Evaluations

The Policy Committee will meet at least four times annually. The President of the Board may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees* and appropriate policies.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Real Estate Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Real Estate Committee is to develop and execute a strategy around the real estate transactions of The Academy.

The Board's Real Estate Committee will collaborate with the Head of School to focus on the following:

- Determine real estate transactions which are in alignment with The Academy's mission;
- Review any significant legal and regulatory matters that involve real estate transactions;
- Inventory The Academy's real estate needs and uncover opportunities;
- Identify and evaluate real estate redevelopment opportunities to enhance the appearance and the presence of The Academy campuses; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will follow appropriate privacy laws and regulations.

The Committee exists in accordance with Section 5.4 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of the president and vice-president of the Board and chairs of the Finance and Buildings & Grounds Committees, and any other Board members appointed annually by the president.

Chairperson

The President of the Board of Trustees will serve as Chairperson.

Article III: Meetings and Evaluations

The Real Estate Committee will meet at least once annually. The President of the Board may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees* and appropriate policies.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.



Student Life Committee Charter

Article I: Purpose

The purpose of The Woodstock Academy Board of Trustees' Student Life Committee is to assist the Board of Trustees with its oversight of The Academy's co-curricular experiences, school safety, health and wellness, and residential life program to ensure their alignment with the school's mission and strategic priorities.

The Board's Student Life Committee will collaborate with the Associate Head of School to regularly monitor the educational quality of The Academy's student life programs and to focus on the following:

- Evaluate the student experiences of day and boarding students, and make recommendations about overall program quality;
- Work to align student policies and procedures with the goal of increasing the overall positive student experience;
- Oversee the co-curricular program, which includes proposals for adding, modifying and/or discontinuing programs;
- Provide guidance in the area of student health, wellness, diversity and safety;
- Regularly review pertinent data and assist in the development of plans which respond to that data;
- Coordinate budgetary support for academic programs and services; and
- Perform other duties as assigned by the Board President/Executive Committee.

The Committee will report regularly to the full Board and frame recommendations on matters of policy, quality and funding that require Board consideration and approval.

The Committee exists in accordance with Section 5.4 of the *Bylaws of The Woodstock Academy Board of Trustees*.

Article II: Structure and Operations

Composition and Qualifications

The Committee will be comprised of those Board members appointed annually by the president. The Committee shall also include up to two students and two staff representatives.

Chairperson

The Chairperson of the Committee will be chosen by the President of the Board of Trustees and work with the assigned staff to construct the meeting agenda.

Article III: Meetings and Evaluations

The Student Life Committee will meet at least five times annually. The President of the Board or the Chairperson of the Committee may call for a committee meeting. The meetings of the Committee are held in accordance with Section 2 of the *Bylaws of The Woodstock Academy Board of Trustees*, Policy 8130 and 8132.

The Committee will undertake an annual review and self-evaluation of the performance of the Committee, which at a minimum, shall include the Committee's compliance to this charter.