



# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES NOTICE OF MEETING

## AGENDA

Date: Tuesday, January 19, 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/2360687302?pwd=SWJLajc2MVpmdWcyR2NYZzhCN3E3QT09>

Meeting ID: 236 068 7302

Password: WA1801

—OR—

**Option #2: Join Zoom Meeting by Phone**

Dial: (646) 558 8656

Meeting ID: 236 068 7302

Password: 862710

1. Call to Order
2. Student Council Report
3. Community Participation—please email your comments before 6:00 p.m. to [jwoodland@woodstockacademy.org](mailto:jwoodland@woodstockacademy.org)
4. Secretary's Report—Minutes of October 20, 2020 (Attachment 1)
5. Board Reports
  - a. President's Report
    - i. Correspondence (Attachment 2)
    - ii. Discuss February Retreat
  - b. Committee Reports - questions/discussion on reports provided in packet (Attachment 3)
6. Woodstock Academy Administration Reports
  - a. Associate Head of School for Finance and Operations Report
    - i. 2020-2021—Budget Update (Attachment 4)
    - ii. Academy Building Update
    - iii. 2019-2020 Audit—First Read (Attachment distributed in advance and endorsed by the Finance Committee)
    - iv. Other
    - v. Board questions/discussion
  - b. Associate Head of School Report
    - i. Academy Updates (Attachment 5)
    - ii. eLearning Update
    - iii. Other
    - iv. Board questions/discussion
  - c. Associate Head of School for Advancement
    - i. Development Update
    - ii. Other
    - iii. Board questions/discussion
  - d. Head of School Report
    - i. Enrollment Update and Presentation by Amy Favreau
    - ii. Approve Policies—Second Read (Attachment 6)
    - iii. Other
    - iv. Board questions/discussion
7. Other Items
8. Executive Session—Legal and Personnel
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, January 19, 2021  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 1

### 4. Secretary's Report—Minutes of October 20, 2020

**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
**October 20, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha; Atchinson, Keith (B); Beckwith, Martha; Bentley, Cary; Blackmer, Robert; Carabeau, Garry; Frankhouser, Hans (W); Higgins, Edwin; Johnston, Kevin; Kelly, Paul; Larrow, Jeff; Livernois, Jay (Ex-Officio); McGinn, Walter; Morse, David; Paquette, Philippa; Rhynhart, Hans; Samborowski, Len; Swenson, Christine; Trivella, Joan; Tuttle, Brent (P)

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

**ABSENT WITH NOTIFICATION:** Bellerose, James; Child, Barbara; Duvall, Nancy (C); Young, Scott

**GUESTS:** Noah Salsich

**1. Call to Order**

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

**2. Head of School Recognition**

Head of School Sandford recognized the following people with the:

- Head of School award for September—EarthSave Club members (Alexandra Vaida, Heather Schofield, Samuel Massey, Mia Ruggeri, Harriet Majek, Ashley Guillot, Grace Gronski, Clayton Singleton, Marco Maluf, Riley Chapius, Ethan Bove, Jackson Dias and Gillian Price) for their work in the community garden which provided fresh produce to area families over the summer and fall.
- Head of School Award for October—Sara Cotillo for her positivity on South Campus.
- “Academy Champion” for October—Lauren Churchill for her achievements, talents and positive energy.

**3. Student Council Report**

President of Student Council, Noah Salsich described various recent and upcoming Student Council events, including: the Freshman Social (via Teams); beginning a new Facebook page to share news about upcoming events to a wider audience; a blood drive; campus tours for freshmen; and information about this year's Trick or Treat Street which has eight clubs participating. Local children and families are very excited to attend.

**4. Community Participation – None.**

**5. Secretary's Report – Minutes of September 15, 2020**

**MOTION:** (Trivella/Tuttle) To approve the minutes of September 15, 2020.

Unanimous

**6. Board Reports**

**a. President's Report**

**i. Correspondence**

Head of School Sandford highlighted various pieces of correspondence, including a letter to the Woodstock Public Schools about an oversight on a tuition payment, letters to various award winners, a letter the Assessor for the Town of Woodstock about various Academy properties, a letter from Philippa Paquette to the faculty on behalf of the BOT, a congratulations letter to Karin Hughes for



receiving her special education certification, a parent letter about remote learning, a letter from CABA moving a resolution from the BOT forward, a letter from Canterbury extending their contract with WA through February of 2025, and a letter to Leslie Holland creating an English honor society named for her late husband, Robert Holland. Head of School Sandford added that Mrs. Holland donated several of Bob's books to be given to student inductees.

ii. BOT Self-Evaluation Process/Consultant

President Swenson suggested the Board consider hiring a consultant to help facilitate the self-evaluation process to get good results without burdening the administration excessively. All members present liked the idea and President Swenson agreed to do the first interviews with prospective consultants and make her recommendations to the Board.

iii. Revised Head of School Evaluation Form

President Swenson reviewed a sample Head of School Evaluation form with the Board, suggesting that the more comprehensive evaluation only be done every other year. Discussion ensued. Several suggestions were made to edit certain category titles and to avoid using a numeric rating system. It was suggested this new format might help generate better quality feedback. It was agreed to try the abbreviated evaluation this year and evaluate it next year.

**b. Committee Reports**—Chairs summarize reports provided in packet

No comments or questions were made.

## **7. 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 Susi reviewed the revenue and expense handout, saying there were no surprises. There were no questions.

ii. Audit Update

Associate Head of School for Finance and Operations Susi expects the auditors to attend Finance Committee meetings in November and December and the full Board should be able to review the audit at its January meeting.

iii. Other

iv. Board questions/discussion

### **b. Associate Head of School Report**

i. October Update

Associate Head of School Holly Singleton reviewed her "October Updates" handout, highlighting The Academy's designation as a Special Olympics Unified Champion School, the creation of the Robert Holland National English Honor Society and the Linda Stedman Chapter of the RHO KAPPA National Social Studies Honor Society. She congratulated the winners of The Academy's Model U.N. team, the students who received the National Rural & Small-Town Recognition of Excellence from the College Board and the seven Academy students who were awarded CAPSS awards for this year.

ii. Other

iii. Board questions/discussion

### **c. Associate Head of School for Advancement**

i. Approve Foundation Priority List

Associate Head of School for Advancement Jon Sturdevant reviewed his list of current



fundraising priorities for The Academy provided additional detail, answering questions throughout his presentation. The fundraising focus for the next several years will be on the Academy Building.

**MOTION:** (Carabeau/Trivella) To approve the fundraising priorities as presented.

Unanimous

ii. Annual Giving Day on October 27, 2020

Associate Head of School for Advancement Jon Sturdevant urged the Board to participate in the upcoming Giving Day on October 27, 2020. He mentioned that people making gifts over \$50 will receive a special thank you gift.

iii. Other

iv. Board questions/discussion

**d. Head of School Report**

i. Next Phase AIM

Head and School Sandford and Associate Head of School Holly Singleton presented the survey data that gave rise to the next phase of The Academy's AIM (Adjustable Instruction Model) and a proposed academic schedule for students to begin in the second quarter. Students will have the option to attend in-person classes on either Monday or Tuesday followed by three days of virtual instruction. Priority students will have the option to attend on both Monday and Tuesday. Associate Head of School Singleton offered additional detail about start/end times, passing times, lunch schedules, and meeting the social and emotional needs of students. Comparisons were made to the academic programs in other schools and districts. Questions were asked and answered. Trustee Paul Kelly thanked the administration for their hard work, saying, "The Academy got it right." Additional discussion included various closing scenarios, contact tracing, how best to use common space safely and athletics.

ii. Approve Revised BOT Calendar

The Board of Trustees calendar for 2020-2021 was adjusted at the request of the Board.

**MOTION:** (Livernois/Higgins) To approve the 2020-2021 Board of Trustees Calendar as presented.

Unanimous

iii. Endorse Theory of Action 2020-2021

Head and School Sandford presented the 2020-2021 Theory of Action. Several questions were asked and answered.

**MOTION:** (Blackmer/Tuttle) To approve the 2020-2021 Theory of Action as presented.

Unanimous

iv. Other

v. Board questions/discussion

**8. Other Items – None.**

**9. Executive Session—Legal**

**MOTION:** (Carabeau/Trivella) To enter into Executive Session to discuss Legal matters, inviting Head of School Sanford, Holly Singleton, Jon Sturdevant, Mike Susi, Amy Favreau, Michael Harten and Julie Woodland to attend at 8:33 p.m. Unanimous

The meeting returned to regular session at 8:51 p.m.

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

**11. Adjournment**

**MOTION:** (Frankhouser/Beckwith) To adjourn the meeting at 8:52 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



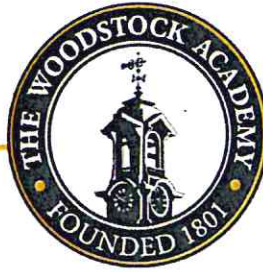
## BOARD MEETING

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

## ATTACHMENT 2

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





January 14, 2021

Mrs. Lauren Cremers and Family  
103 Rawson Road  
Woodstock, CT 06281

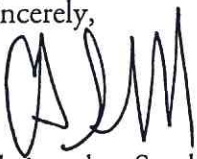
Dear Mrs. Cremers and Family:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of your father, John Clinton Taylor.

To honor his 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.

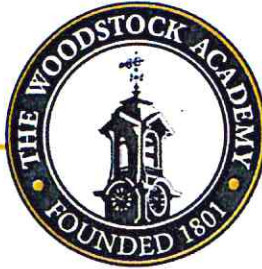
We will continue to keep your family in our thoughts and prayers.

Sincerely,

  
Christopher Sandford  
Head of School

*Sorry For your  
loss!*

Cc. The Woodstock Academy Board of Trustees



January 13, 2021

Sterling Board of Selectmen  
P.O. Box 157  
Oneco, CT 06373-0157

Dear Members of the Sterling Board of Selectmen:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of First Selectmen, Russell Gray. Deborah Sharpe, who teaches social studies here at The Academy, was First Selectmen Gray's daughter.

His dedication to the Town of Sterling was well known and his contributions to the greater community were significant. He will certainly be missed by a great many people.

To honor his 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 his family in our thoughts and prayers.

Sincerely,

Christopher Sandford  
Head of School

Cc. The Woodstock Academy Board of Trustees



January 13, 2021

Mrs. Deborah Sharpe and Family  
396 Ekonk Hill Road  
Moosup, CT 06354

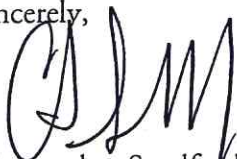
Dear Mrs. Sharpe and Family:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of your father, Russell Gray.

To honor his 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





January 12, 2021

Jaydon Gormley  
41 Douglas Drive  
Canterbury, CT 06331

Dear Jaydon:

On behalf of the entire Woodstock Academy community, I want to congratulate you for being designated as a delegate to the Congress of Future Medical Leaders scheduled for March 2021. Your selection, based on your "academic achievement, leadership potential and determination to serve humanity in the field of medicine" has made your school and community very proud.

We look forward to working with you over the next several years to help you reach your potential and realize your dreams. With your continued hard work, there is nothing you can't accomplish. The Academy is fortunate to have you as a member of its community.

We congratulate you on your achievement!

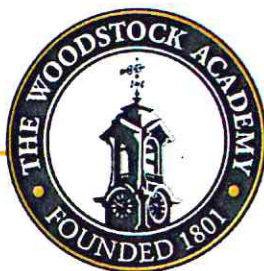
Sincerely,

Christopher J. Sandford  
Head of School

*Congratulations!*

Cc: Counseling Office

Steven Rioux, Superintendent, Canterbury Public Schools  
The Woodstock Academy Board of Trustees



January 8, 2021

Dr. Miguel A. Cardona, Commissioner of Education  
Department of Education  
450 Columbus Boulevard  
Hartford Connecticut 06103-1841

Dear Commissioner Cardona:

On behalf of our entire Woodstock Academy Community, I want to offer congratulations on your recent appointment as United States Secretary of Education. Families from Connecticut and across the nation will be fortunate to have your enthusiasm and expertise supporting them as we all move forward to improve the quality of the educational experience in our country. Connecticut's "loss" is the gain of the other forty-nine states.

I have fond memories of our time together in "superintendent school" and wish you all the best in your new position. It came as no surprise to see you recognized for your leadership in the field of education. I have no doubt we will see the educational experience for all students advance under your supervision.

As you know, The Academy is very proud of the quality and variety of educational programming offered to its students, and we warmly extend an invitation for you to visit our campuses should the opportunity ever arise. We know you'll be impressed with the significant accomplishments made by our students, as well as enjoy getting a glimpse of the many contributions our students make to our community. Please reach out to me at any time if I can answer any questions or be of assistance to you.

Best wishes on your continued success!

Sincerely,

  
Christopher Sandford  
Head of School

*Congratulations!*

Cc: Board of Trustees



January 8, 2021

Mr. Jason Gerum  
33 Tyott Road  
Pomfret Center, CT 06259

Dear Mr. Gerum, *Jason*

I am in receipt of your resignation letter from your position as director of facilities dated January 6, 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 to keep our campus beautiful and fully operational have enriched the lives of Academy students, and we wish you all the best in your future endeavors.

Sincerely,

Christopher Sandford  
Head of School

Cc: Board of Trustees  
Michael Susi, Associate Head of School for Finance and Operations  
Lori Wajer, Director of Human Resources  
Employee File





January 6, 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.

Thank you for your October 27, 2020 letter which updates the status of our real estate at **500 Route 169** for the next Grand List.

Per your request, I have enclosed the rental agreement for **207 Route 169** so it can be processed as exempt for the October 1, 2020 Grand List.

As an update, it is still our plan to sell **30 Child Hill Road** and we will continue to research whether or not the land on **Crooked Trail: (List Number: 2019 01 0004365)** can be sold as a buildable lot.

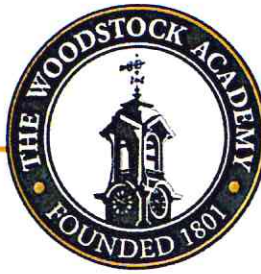
As a side note, I wanted to make you aware of a possible error on the pictures on our field cards. I have attached the field cards in question and an updated photo for your convenience.

We appreciate your help with these matters and wish you a happy and healthy 2021.

Sincerely,

Christopher J. Sandford  
Head of School

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



January 6, 2021

To the Family of Deputy Fire Chief Patrick Dragon  
P.O. Box 74  
Dayville, CT 06241

Dear Dragon Family:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of Deputy Fire Chief and former State Trooper Patrick Dragon.

To honor his 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



January 5, 2021

Mr. Joshua Welch  
1744 Route 171  
Woodstock Valley, CT 06282

Dear Mr. Welch:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of your father, Kenneth Welch.

To honor his 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

Cc. The Woodstock Academy Board of Trustees





January 4, 2021

Mr. Eric Collelo  
72 Huntington Drive  
Plainfield, CT 06374

Dear Mr. Collelo:

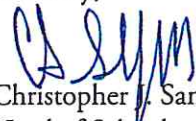
On behalf of the entire Woodstock Academy community, I want to congratulate you for earning the Academy Champion Award for January 2021.

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. Sandford  
Head of School

*Congratulations!*

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



January 4, 2021

Annika LeBoeuf  
189 Harrisville Road  
Woodstock, CT 06281

Dear Annika:

It is with great pleasure that I inform you that you have been chosen to receive the January 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. Viktor Toth, Superintendent of Woodstock Public Schools  
The Woodstock Academy Board of Trustees  
Counseling Department



December 16, 2020

Ms. Caitlin Alger  
76 Charles Lane  
Mansfield, CT 06268

Dear Ms. Alger:

I am in receipt of your resignation letter from your position as art teacher dated December 9, 2020. 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 in the art department have enriched the lives of Academy students, and we wish you all the best in your future endeavors.

Sincerely,

Christopher Sandford  
Head of School

Cc: Board of Trustees  
Holly Singleton, Associate Head of School  
Amy Ranta, Fine Arts Department Chair  
Lori Wajer, Director of Human Resources  
Employee File



November 30, 2020

Mr. Stephen Tyler  
31 Neff Hill Road  
Tolland, CT 06084

Dear Mr. Tyler:

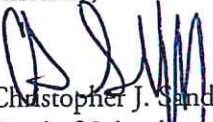
On behalf of the entire Woodstock Academy community, I want to congratulate you for earning the Academy Champion Award for December 2020.

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!

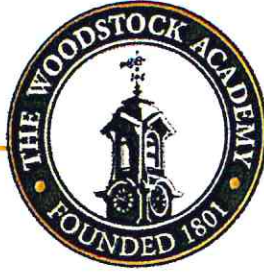
Sincerely,

  
Christopher J. Sandford  
Head of School

*Congratulations*

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





November 30, 2020

Eli Werstler  
119 Crooked Trail  
Woodstock, CT 06281

Dear Eli:

It is with great pleasure that I inform you that you have been chosen to receive the December 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.

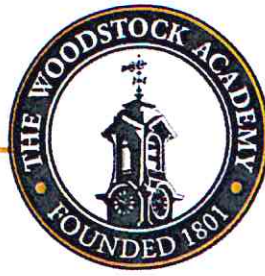
The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

Christopher Sanford  
Head of School

*Congratulations!*

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



November 30, 2020

Mr. and Mrs. Matt and Alycia Godzik  
179 Liberty Highway  
Putnam, CT 06260

Dear Mr. and Mrs. Godzik:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of Matt's grandmother, Carmella Rojecki.

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

Cc. The Woodstock Academy Board of Trustees



November 17, 2020

Putnam Bank  
40 Main Street  
Putnam, CT 06260

Dear Putnam Bank:

We hope this letter finds you well. This is a trying time for everyone and we, like you, are working harder than ever to continue moving forward in a positive direction.

As the various enclosures indicate, our Board of Trustees made a change to our check signing procedures on September 14, 2020. From that date forward, any Academy checks written for \$2500 or less will only require one signature—that of the Head of School or his/her designee based on the list of acceptable signatories in our bank paperwork. In addition, any Academy checks written for greater than \$2500 will require two signatures—one by an approved member of the Board of Trustees and another by the Head of School or his/her designee based on the list of acceptable signatories in our bank paperwork.

It is our hope that this letter and the related, enclosed documentation is sufficient for you to update our accounts with this change. Please let us know if there is any further paperwork required, and to confirm the date from which we are able to comply with this procedural change directed by our Board of Trustees.

Thank you for taking a leadership role in our community and your ongoing help and support.

Sincerely,

Christopher Sandford  
Head of School

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



November 17, 2020

bankHometown  
182 Main Street  
Putnam, CT 06260

Dear bankHometown:

We hope this letter finds you well. This is a trying time for everyone and we, like you, are working harder than ever to continue moving forward in a positive direction.

As the various enclosures indicate, our Board of Trustees made a change to our check signing procedures on September 14, 2020. From that date forward, any Academy checks written for \$2500 or less will only require one signature—that of the Head of School or his/her designee based on the list of acceptable signatories in our bank paperwork. In addition, any Academy checks written for greater than \$2500 will require two signatures—one by an approved member of the Board of Trustees and another by the Head of School or his/her designee based on the list of acceptable signatories in our bank paperwork.

It is our hope that this letter and the related, enclosed documentation is sufficient for you to update our accounts with this change. Please let us know if there is any further paperwork required, and to confirm the date from which we are able to comply with this procedural change directed by our Board of Trustees.

Thank you for taking a leadership role in our community and your ongoing help and support.

Sincerely,

Christopher Sandford  
Head of School

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





November 12, 2020

Mr. and Mrs. Craig and Brenda Rich  
470 Prospect Street  
Woodstock, CT 06281

Dear Mr. and Mrs. Rich:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of Brenda's grandmother, Alice Drobiak.

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



November 6, 2020

Mrs. Amy Couture  
57 Academy Road, South Campus  
Woodstock, CT 06281

Dear Mrs. Couture:

I am in receipt of your resignation letter from your position as a Math teacher dated November 6, 2020. 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 an Math teacher and a residence hall parent 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 missed!  
You are always welcome back!*

Cc: Board of Trustees  
Holly Singleton, Associate Head of School  
Michael Susi, Associate Head of School for Finance and Operations  
Ron Rhault, Math Department Chair  
Lori Wajer, Director of Human Resources  
Employee File



November 5, 2020

Benjamin Holden  
195 Fay Road  
Pomfret Center, CT 06259

**Via Certified and First-Class Mail**

**Re: No Trespass Warning**

Dear Mr. Holden:

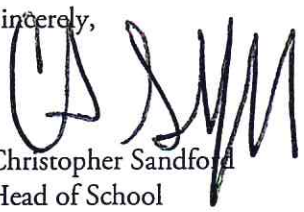
This letter is to serve as formal notice that, effective immediately and indefinitely, you are not allowed on any property owned or managed by The Woodstock Academy ("Academy"), or at any school-sponsored event. This includes any and all Academy buildings, grounds, parking lots, roads and walkways on any of our campuses and all properties we are using for Academy-sponsored activities.

This is in response to your racist comments, interactions with staff members, and your overall inappropriate behavior which occurred on November 4, 2020 at the Bentley Athletic Complex.

Property owned by The Woodstock Academy is private property, and your presence on any Academy property may result in your possible arrest and charges of criminal trespass and/or other charges pursuant to the Connecticut General Statutes. This "No Trespass" notice will remain in effect until rescinded in writing by me. A copy of this notice has been forwarded to the Town of Woodstock, Connecticut State Police, Campus Safety, Woodstock Academy Administration and the Board of Trustees for their records.

If at any time you need to come onto campus for official business, you will need to get prior written permission from me. My email address is on the website, which you can easily locate.

Sincerely,

  
Christopher Sandford  
Head of School

Cc: The Woodstock Academy Board of Trustees  
The Woodstock Academy Administration  
The Woodstock Academy Athletic Department  
Craig Rich, Director of Campus Safety  
Connecticut State Police Troop D  
The Town of Woodstock



October 28, 2020

Mrs. Lauren Churchill  
150 Birgood Road  
Griswold, CT 06351

Dear Mrs. Churchill:

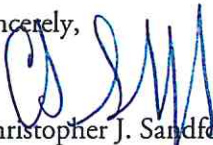
On behalf of the entire Woodstock Academy community, I want to congratulate you for earning the Academy Champion Award for October 2020.

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. Sandford  
Head of School

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

*Thank you for all  
you do and !!  
Congratulations!!*





October 28, 2020

Mr. Eric Chalupka  
57 Academy Road, South Campus  
Woodstock, CT 06281

Dear Mr. Chalupka:

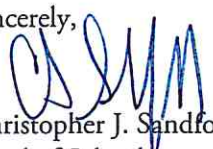
On behalf of the entire Woodstock Academy community, I want to congratulate you for earning the Academy Champion Award for November 2020.

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.

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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. Sandford  
Head of School

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

*On behalf of everyone here  
and the Board, I want  
to thank you for your  
leadership.*



October 28, 2020

Vincent Tocci  
1271 Route 171  
Woodstock, CT 06281

Dear Vincent:

It is with great pleasure that I inform you that you have been chosen to receive the November 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.

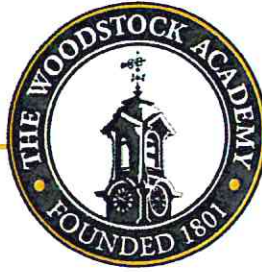
The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

Christopher Sandford  
Head of School

*Congratulations!*

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



October 28, 2020

Thao (Stephanie) To  
150 Route 169  
Woodstock, CT 06281

Dear Stephanie:

It is with great pleasure that I inform you that you have been chosen to receive the November 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.

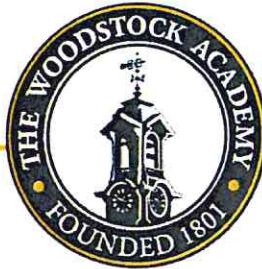
Typically, we would present you with your award at the next meeting of the Board of Trustees, and we would invite you and your family to attend. However, given the current public health situation, we hope to publicly honor you at a future Board of Trustees meeting as yet to be scheduled. We will notify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



October 22, 2020

Coach Deb Spinelli  
c/o Tourtellotte Memorial High School  
785 Riverside Drive  
North Grosvenordale, CT 06255


Dear Coach Spinelli:

On behalf of our entire Woodstock Academy community, congratulations on your 300<sup>th</sup> win! You have achieved excellence on the soccer field, and you have shown outstanding leadership and sportsmanship within our community.

With your dedication and talent, you have undoubtedly molded, encouraged and challenged countless young women. You have changed countless lives for the better and we commend you.

Best wishes for your continued success in the future!

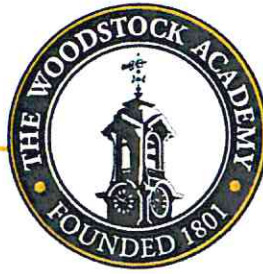
Sincerely,

  
Christopher Sandford  
Head of School

*Congratulations!*

Cc. The Woodstock Academy Board of Trustees





October 22, 2020

Woodstock Board of Education  
Woodstock Public Schools  
147A Route 169  
Woodstock, CT 06281

Dear Members of the Woodstock Board of Education:

On behalf of The Woodstock Academy Board of Trustees and the Administration, I want to express our deepest condolences on the passing of school psychologist Emily Belval. Her numerous contributions to the students in the Woodstock Public Schools have been significant.

To honor her memory, we have made a donation to The Woodstock Academy Foundation and have designated it be utilized for Woodstock students attending The Academy who intend to further their education in the field of human services.

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

Sincerely,

Christopher Sandford  
Head of School

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



October 22, 2020

Jewett City Savings Bank  
233A Kennedy Drive  
Putnam, CT 06260

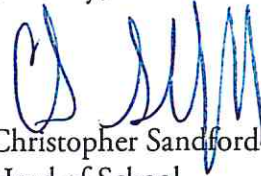
Dear Jewett City Savings Bank Team:

On behalf of our entire Woodstock Academy community, congratulations on your new Putnam branch! You have achieved excellence in a wide array of areas, and you have shown outstanding leadership and generosity within our community.

I would be pleased to meet with you, at your convenience, to provide a tour of our campus and share all of the wonderful accomplishments of our students. Please reach out at any time to make arrangements.

Warmest wishes to all of you, and we wish you much success in your new location.

Sincerely,

  
Christopher Sandford  
Head of School

*Congratulations on  
the expansion*

Cc. The Woodstock Academy Board of Trustees

8/28/20

Dear Woodstock Academy  
Board of Trustees,

I was surprised to be recognized at the Trustee meeting for my almost 50 years of service. I wondered when Chris encouraged me to sit in a certain seat in the auditorium until I saw the armrest with the special plate printed with my name and membership dates. I am so pleased for the unexpected recognition!

It has always been a privilege to be on the Woodstock Academy Board of

Trustees. You can be sure I  
always support the school  
and the wonderful work  
it does for the young  
people of Woodstock and  
beyond.

Thank you again for  
the recognition,

---

Sincerely,

Barbara Child



# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

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

## ATTACHMENT 3

- 5. Board Reports
  - b. Committee Reports

**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
**ACADEMIC COMMITTEE**  
**December 14, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Child, Barbara; 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:** Michalski, Alina (alternate)

**1. Call to Order**

The meeting was called to order by Committee Chair Paquette at 5:32 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of November 9, 2020**

**MOTION:** (Musko/Child) To approve the minutes of November 9, 2020. All voted Yes except Val May, who abstained. Motion passes

**4. School Goal Update (PLC Plan/Revision)**

Dr. Harten reviewed the school-wide goal of equity and inclusion. The role of PLCs (Professional Learning Communities) was discussed during this semester as well as plans for next semester. Discussion included:

- The reality of teaching during COVID has taken away from the typical depth of discussion of these topics as teachers try to manage meeting the challenges/needs of struggling students right now.
- Great quality discussions have occurred at these PLC sessions, but the topics deserve more time in the future.
- Teachers feel this training will make them better at their jobs going forward.

Some struggling students will be invited to return to campus for most of the week as part of program developed by Assistant Head of School for Enrollment Amy Favreau.

Student Academic Committee members said they particularly appreciated the efforts of their teachers to treat them as individuals, check on them and help them to handle their course load. They feel heard.

Past and future PLC topics include implicit bias, background growth mindset, growth mindset, identifying barriers of growth, asking for help, course leveling, international students and socioeconomics. We are waiting to hear if we have been awarded a \$5000 grant to fund an anti-bias summer program.

**5. PSAT Juniors Preliminary Results**

Dr. Harten provided a handout which compared and contrasted the results of the (current) junior class' PSAT in October of 2019 and October of 2020. Overall, fewer students took the test in 2020, but those who did scored higher. SAT tests have been scheduled for this group in April 2021.

Seventy-eight percent of the current freshman class took the PSAT, which is fewer than the percentage of freshmen who tested in 2019. Scores mostly reflect middle school performance.

The sophomore class will take the PSAT in February 2021.

## 6. Plan for End of Semester 1

Dr. Harten and Associate Head of School Holly Singleton reviewed the key events, dates and times of the school schedule as we wrap up the first semester.

## 7. Other – None.

Chair Paquette wished everyone a safe and healthy holiday.

## 8. Adjournment

**MOTION:** (Child/Ignacio) To adjourn the meeting at 6:04 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**  
**ACADEMIC COMMITTEE**  
**November 9, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Child, Barbara; Paquette, Philippa; Young, Scott; Harten, Michael; Musko, Jason; Walley, David; Castle, Leah;; Sandford, Chris; Singleton, Holly; Woodland, Julie

**ABSENT WITH NOTIFICATION:** May, Val; Ignacio, Joey; Michalski, Alina (alternate)

**1. Call to Order**

The meeting was called to order by Committee Chair Paquette at 5:32 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of October 13, 2020**

**MOTION:** (Musko/Child) To approve the minutes of October 13, 2020. All voted Yes except Leah Castle, who abstained. Motion passes.

**4. AIM—Hybrid Learning Update**

Associate Head of School Holly Singleton described her impression of how the first day of in-person classes went earlier in the day. She said the day was fantastic; students wore masks, followed modified traffic flows, and used plenty of sanitizer. Lunch flow and seating in the cafeteria and fieldhouse worked well. Students were happy to receive free t-shirts printed with The Woodstock Academy logo and the definition of “resilience.” Faculty were delighted to see students in person and the reduced number of students on campus created a reassuring distance between people. The number of students expected to attend on a Monday or a Tuesday is expected to be about 475 each day; approximately 15% of the population has chosen to continue with online learning exclusively. Committee members shared their personal experiences, saying class participation/engagement was better in person and the overall experience was very positive. The committee thanked the administrative team for their extraordinary planning and organization.

**5. Student Survey Report**

Leah Castle was asked to expand upon her recent survey which asked students to describe their overall experiences with eLearning. Of the 538 students who responded, 50.4% were always able to follow online lessons to obtain needed information (48.1% could sometimes follow); 96.8% are able to connect with their teachers to ask questions/get feedback; 31.2% have taken advantage of before school/after school/Wednesdays for extra help (52% haven't needed the extra help and 12.3% planned to ask for help); and 40.3% participate in clubs (19.7% plan to join). Other questions were open ended (how students keep in touch with each other, ways to avoid distractions, struggles with eLearning, homework, technical issues) and the top five answers were shared with the group. Leah thanked the student council for their help with the survey. Further discussion centered on student participation in clubs and activities.

**6. Fall Testing Update**

Academic Dean Dr. Harten began by saying The Academy has already had three student test days (SAT, ACT, etc.) and is planning more. Many other high schools in the area have stopped offering student testing due to COVID-19 which has increased demand for our location. Rather than the 25 students per classroom, we have placed approximately nine students in each testing room. Some colleges have gone “testing optional.” Director of Counseling Dave Walley reviewed a handout describing the process The Academy is using to safely manage student testing on Saturdays. He also provided lists documenting the number of tests for our students in various grades



along with additional Saturday testing opportunities for our students and the greater community. Twelve students took the ASVAB on October 21, 2020. Academy students' scores have been on track with previous years. Associate Head of School Singleton attributed the solid student scores to the hard work of teachers who kept up with rigorous academic offerings along with The Academy's seamless transition to eLearning last spring.

7. Other – None.

**8. Adjournment**

**MOTION:** (Child/Singleton) To adjourn the meeting at 6:06 p.m.  
Unanimous

Respectfully submitted,

*Dr. Michael Harten*

**Dr. Michael Harten**

Dean of Academics

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

**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
**ACADEMIC COMMITTEE**  
**October 13, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Child, Barbara; Paquette, Philippa; Harten, Michael; May, Val; Musko, Jason; Walley, David; Ignacio, Joey; Sandford, Chris; Singleton, Holly; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Castle, Leah; Michalski, Alina (alternate); Young, Scott

**1. Call to Order**

The meeting was called to order by Committee Chair Paquette at 5:33 p.m.

**2. Community Participation – None.**

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

**MOTION:** (Child/Singleton) To approve the minutes of September 14, 2020.

Unanimous

**4. Class Size Report**

Dean of Academics Dr. Harten reviewed his Class Size Report 2020, saying that although targeted class sizes are between 18-22 students, the school-wide average is currently 21.6. Classes were categorized as below, within, or above ranges and specific sections with less than nine students or greater than 27 students were also listed. Several social studies and math classes were particularly crowded. He noted that there had been reductions to faculty in every department except student services; and overall class size has increased by 3.5 since fall 2019. ELearning has allowed classroom capacity to increase for Art 1, Digital Drawing, Guitar, Piano, Biology, 3D Animation, Multimedia and Game Design. Associate Head of School Holly Singleton indicated that class sizes would most likely be smaller next semester. Discussion included how larger class sizes combined with eLearning have led to difficulty providing timely student feedback and how teachers struggle to manage a higher volume of student emails requesting assistance. Even creating student recommendations for college applications have been more difficult to accomplish. There is frustration with working twice as long to complete half as much.

**5. Student Survey Report from Student Members**

Dr. Harten shared his screen with the group to provide information gleaned from Leah Castle's Student Council survey, where students shared their thoughts about returning to school and online engagement. Ms. Castle will be asked to review her report at the next meeting.

**6. Trusted Adult/PD Survey Results**

Dr. Harten reviewed the results of a Social Emotional Learning: Trusted Adults survey that was given to students in February, May, and September 2020. Overall, increasing numbers of students indicated they had adults in their lives they felt comfortable reaching out to for help, and over 100 different faculty or staff people were specifically named as a "trusted adult" on the survey.

He next reviewed the SEL: Instructional survey where approximately 80% of staff felt eLearning was more stressful than in-person learning, 69% felt the professional development they received helped them better meet the needs of their students, 17% felt comfortable going to at least one member of the administrative team with a problem, and 18% felt the culture and emotional climate was positive and supportive only some of the time.

A comprehensive report was reviewed related to the professional development offered on the opening days in August 2020. Specific staff feedback was provided about topics such as COVID/Health Update, Social Emotional Learning, Equity/Inclusion/Bias, eLearning, and additional topics to be considered for future professional development.

#### **7. Parent/Student/Staff Reopening Survey Results**

Head of School Sanford reviewed the feedback received from a recent survey given to parents, students and staff regarding a return to in-person learning on campus. In response, a proposed hybrid schedule handout was provided, in which students would attend live classes on Monday or Tuesday (depending on their last name or special requirements) and eLearning would continue on Wednesday, Thursday and Friday. Discussion included concerns about increased teacher workload, how to avoid taking away from class time, how best to handle students who miss work and meeting the needs of medically fragile or non-local international students. Student representative Joey Ignacio made some specific suggestions about how to incorporate students learning remotely into in-person classroom settings.

#### **8. Other – None.**

#### **9. Adjournment**

**MOTION:** (Child/Harten) To adjourn the meeting at 6:24 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**  
**BUILDINGS AND GROUNDS**  
**COMMITTEE**  
**November 9, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Bellerose, Jim; Blackmer, Robert; Carabeau, Garry; Morse, David; Rhynhart, Hans; Sandford, Chris; Singleton, Holly; Susi, Michael; Woodland, Julie

**1. Call to Order**

The meeting was called to order by Chairman Blackmer at 6:32 p.m.

**2. Community Participation – None.**

**3. Secretary's Report**

**a. Minutes of September 14, 2020**

**MOTION:** (Morse/Bellerose) To approve the minutes of September 14, 2020.

Unanimous

**b. Minutes of October 5, 2020**

**MOTION:** (Bellerose/Rhynhart) To approve the minutes of October 5, 2020. All voted Yes except for David Morse, who abstained. Motion passes.

**4. Academy Building Project Update**

Head of School Sandford said the state has approved our grant application. The project cost will now be recalculated in order to ascertain the 25% tax credit amount. We are hoping to bid out the tower project by Thanksgiving; Kevin Chrobak is finalizing the details and work should begin in April 2021. The Historic District Committee will be notified about the changes made by the state. Head of School Sandford will select the winning bidder. Since the state approved the entire project (tower plus building), the group will plan a future joint meeting with the Finance Committee to decide whether or not to complete the project in full or in stages.

**5. Energy Audit**

Associate Head of School for Finance and Operations Susi has been working with Eversource to audit all Academy buildings for energy efficiency. The group expressed support for this, saying utility companies often have certain levels of funding that must be spent each year on energy-saving projects. The Buildings and Grounds Committee will be kept updated as more information becomes available.

**6. Executive Session—Legal**

**MOTION:** (Bellerose/Morse) To enter into Executive Session to discuss Legal matters, inviting Head of School Sandford, Associate Head of School Singleton, Associate Head of School for Finance and Operations Susi, and Julie Woodland to attend, at 6:46 p.m.

Unanimous

The meeting returned to regular session at 6:58 p.m.

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

**8. Other – None.**



## 9. Adjournment

**MOTION:** (Morse/Ryhnhart) To adjourn the meeting at 6:58 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  
BUILDINGS AND GROUNDS  
COMMITTEE  
October 5, 2020



These minutes are for  
informational purposes only.

**PRESENT:** Bellerose, Jim; Blackmer, Robert; Carabeau, Garry; Johnston, Kevin; Morse, David; Rhynhart, Hans; Sandford, Chris; Sturdevant, Jon; Susi, Michael; Woodland, Julie  
**GUESTS:** Kevin Chrobak, Jay Cantor

**1. Call to Order**

The meeting was called to order by Chairman Blackmer at 6:29 p.m.

**2. Community Participation – None.**

**3. Academy Building Project Update**

Architect Kevin Chrobak updated the group about the status of the Academy Building project in terms of the state's historic preservation grant. The second part of the grant paperwork was submitted on May 8; we are still waiting for final approval after negotiating about insulation, windows, accessibility and drainage. In order to receive grant funding, we need to complete the project according to their specifications. Work on the tower cannot begin until the paperwork for Part Two is approved and signed. Mr. Chrobak plans to get bids out in October/November with the hope construction can begin in May 2021 and continue into the summer. In addition to the structure, work will include lightning protection and repairs to workings of the clock itself. Funding is in place from the \$100K grant we received, along with money from the capital assessment fees and \$20K of planning and development grant funds. After the third part of the grant funding paperwork is submitted, we are eligible to receive 25% of the project costs, with a maximum of \$1.5M in tax credits. This part of the grant funding will not cover the barrier-free ramp. After work on the tower is completed, a decision will need to be made about when to finish the rest of the project. The Historic District Commission may need to be notified if any changes occur after the original application was submitted. When The Academy receives approval, the Buildings and Grounds Committee will be notified immediately. Discussion included the bidding process and review of detailed drawings.

**4. Other – None.**

**5. Adjournment**

**MOTION:** (Carabeau/Bellerose) To adjourn the meeting at 6:52 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**  
**BUILDINGS AND GROUNDS**  
**COMMITTEE**  
**September 14, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Bellerose, Jim; Blackmer, Robert; Carabeau, Garry; Rhynhart, Hans; Sandford, Chris; Susi, Michael; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Morse, David

**1. Call to Order**

The meeting was called to order by Chairman Blackmer at 6:31 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of May 11, 2020**

**MOTION:** (Bellerose/Rhynhart) To approve the minutes of May 11, 2020. All voted Yes except for Garry Carabeau, who abstained. Motion passes.

**4. Summer Projects Update**

Associate Head of School for Finance and Operations Susi provided a handout which summarized the projects completed over the summer. Among other things, summer work included:

- COVID-19 preparation and action steps which included, plexiglass in bathrooms, a reduction of furniture in common spaces to reduce congestion, installation of sanitizer stations across both campuses, the purchase of extra wipes and disinfectants, and the installation of touchless water fountains and touchless paper towel dispensers.
- Locker removal and installation of benches for student seating
- Removed and replaced boiler on South Campus
- Replaced the rear steps into the Bowen building
- Water filtration system filters replaced
- Installed new water pump at Bentley
- Upgrades to the fire wall and AC in the technology office
- Centaur lounge booth installations

Head of School Sandford stated the recent report from Fire Marshal Baron was the shortest it has been in a long time and the concerns are being addressed. Hans Frankhouser was thanked for E&F Wood's generous donation of 65 yards of black bark mulch. Committee Chair Blackmer thanked everyone involved with repairs and projects for a job well done.

**5. Academy Building Update**

Head of School Sandford said the State Historic Preservation office had a Zoom meeting with Kevin Chrobak last week. We are waiting for approval on the windows, but with the capital assessment fee and grant money in hand, we are ready to go on the tower project. Proposals range from working on the tower in place to taking it down to make repairs. When the approval happens, we can talk in greater detail about the rest of the project. Head of School Sandford planned to ask Kevin Chrobak to describe the tower project and bid opening in greater detail as well as to send drawings out to the committee.



## 6. Sidewalk Project Discussion

Head of School Sanford met with Director of Campus Safety Craig Rich and First Selectman Jay Swan last Thursday to discuss collaborating on a community sidewalk project. In addition to the Town of Woodstock, other possible stakeholders would include the Woodstock Business Association, the State of Connecticut, the Woodstock Agricultural Society, and various local businesses. The concept would be to create a sidewalk or bike path that would extend from Sweet Evalina's to South Campus, passing by The Academy, Bentley, the Town Hall, the fire station, and the Fairgrounds, among many other locations on its way to South Campus. Head of School Sanford offered for The Academy to do any work to make the project happen on behalf of the greater community, saying it could be a great example of the community coming together. Board discussion included various routes, lighting, safety, and ADA accessibility. Head of School Sanford planned to follow up in a month or two.

## 7. Other

Upcoming projects include repair/replacement of the pavement on South Campus between the gym and the maintenance area due to drainage issues. We have received quotes for the lighting project on North Campus, but the scheduling of work will be budget dependent.

Although the next meeting is planned for November, a special meeting may be held in October to provide an update on the Academy Building project.

## 8. Adjournment

**MOTION:** (Bellerose/Ryhnhart) To adjourn the meeting at 6:57 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**  
**January 6, 2021**



These minutes are for  
informational purposes only.

**PRESENT:** Blackmer, Robert; Duvall, Nancy (C); Frankhouser, Hans (W); Higgins, Edwin; Kelly, Paul; McGinn, Walter; Morse, David; Paquette, Philippa; Swenson, Christine; Tuttle, Brent (P); Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Samborowski, Len; Trivella, Joan;  
**GUESTS:** Doug Cummings

**1. Call to Order**

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

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of December 2, 2020**

**MOTION:** (Paquette/Morse) To approve the minutes of December 2, 2020 as presented.

Unanimous

**4. Correspondence**

Head of School Sandford reviewed the correspondence which was included in the packet. He highlighted a letter acknowledging the resignation of art teacher Caitlin Alger and letters recognizing Eli Werstler as December's Head of School Award winner and Stephen Tyler as December's Academy Champion Award winner.

**5. Doug Cummings from Educator's Collaborative**

President Swenson introduced Doug Cummings of Educator's Collaborative. Mr. Cummings is looking forward to working with the Board and believes meeting with the subcommittee before the retreat will help direct him to better focus on Board goals. The group expanded upon the meeting minutes from November 2, 2020:

*Head of School Sandford asked the group to clarify their goals and objectives for the proposed BOT consultant. He hopes to pass that information along to potential candidates prior to their interview with Board Chair Swenson.*

*Discussion included the need to:*

- (1) better define the roles and expectations of Board members*
- (2) promote greater efficiency with improved communication between subcommittees in order to improve the operations of the Board*
- (3) foster greater Board member motivation, preparation and participation in order to create more effective Board involvement*
- (4) attract a more diverse Board membership as previously discussed*
- (5) develop a short-term and long-term vision of where the Board leadership should be headed.*

Additional comments included the desire to see more energetic and active participation by Board members; how to focus on recruiting and developing a succession plan for Board members and officers; ways to improve the onboarding process for new trustees; and how best to create methods to track and measure Board progress.

Mr. Cummings offered to share information about the practices and bylaws of other independent school boards and suggested that a Board self-evaluation survey might be a good place to start.

Doug Cummings left the meeting at 7:30 p.m.

#### **6. Schedule Retreat Planning Meetings**

The group agreed to meet on Wednesday, January 20 and Wednesday, January 27 to work with Doug Cummings on the Board's self-evaluation and to plan for the February retreat. President Swenson said she preferred a small group but invited any interested Board members to attend those meetings.

#### **7. Enrollment Update**

Head of School Sandford said Assistant Head of School for Enrollment Amy Favreau will be providing a comprehensive enrollment overview at the full Board meeting on Tuesday, January 19.

#### **8. Academy Building Tower Project Update**

Associate Head of School for Finance and Operations Mike Susi reported that tower project bids have been narrowed down to two contractors. Reference and financial checks are being performed at this time. A final contractor will be discussed at the Buildings & Grounds committee's next meeting. The project is projected to start in April and be completed by the end of the summer.

It was mentioned that several sending town trustees continue to hear people erroneously attributing the capital fee portion of the tuition cost as "paying for the purchase of South Campus" rather than helping to pay for a wide variety of capital improvements. Discussion ensued about how to get the word out that the funds allocated to pay off South Campus (the USDA loan) have nothing to do with the funds used to pay for the roofs, oil tanks, the Academy Building restoration project and more.

Associate Head of School Holly Singleton described the work being done now to arrange for alternate classroom spaces since the Academy Building will not be used during the tower restoration work.

The group agreed that their excitement to have this year's graduation back on the common far outweighs any concerns about what the work on the Academy Building tower might look like in the background.

#### **9. Approve New and Updated Policies—Second Reads**

Head of School Sandford reviewed each of the revised policies with the group. In the last sentence of Policy 8131, "a two-thirds" was changed to "over 50%." There was brief discussion about the role of the Secretary of the Board of Trustees with regard to keeping meeting minutes.

#### **10. Draft Calendars for 2020-2021**

The Executive Committee took another look at the three draft calendars for next year. Head of School Sandford noted the calendars will probably change again and said he is having a meeting on Thursday with the superintendents from the sending towns which may prompt additional changes.

#### **11. Review 2019-2020 Audit**

Head of School Sandford said the administration added red text to the management letter to respond to the auditor's recommendations. Finance Committee Chair Paul Kelly shared that the auditors were very impressed with the amount of work done; he commended the administration for a job well done. As a reminder, Head of School Sandford said the audit would be reviewed again at the full Board meeting in January and approved at the Annual Meeting in August.



## 12. Other Items

Len Samborowski sent an email to remind the Executive Committee about the Luke Leaders Scholarship for students. The \$8,000 scholarship is divided among four students each year who attend a college or trade school. Mr. Samborowski typically presents the check to each student and a picture is posted on the Luke Leaders website.

The Board discussed the pros and cons of students resuming school via the hybrid model beginning Monday, January 11. They agreed that giving students an opportunity for live learning was the correct action at this time.

## 13. Executive Session—Legal

**MOTION:** (Kelly/Frankhouser) To enter into Executive Session to discuss Legal matters, inviting Head of School Sanford, Holly Singleton, Jon Sturdevant, Mike Susi and Julie Woodland to attend at 7:57 p.m.

Unanimous

The meeting returned to regular session at 8:32 p.m.

## 14. Possible Action Based on Executive Session – None.

The group wished Associate Head of School Holly Singleton happy birthday.

## 15. Adjournment

**MOTION:** (Duval/Frankhouser) To adjourn the meeting at 8:34 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  
December 2, 2020



These minutes are for  
informational purposes only.

**PRESENT:** Blackmer, Robert; Higgins, Edwin; Kelly, Paul (8:08); Paquette, Philippa; Swenson, Christine; Trivella, Joan (7:39); Duvall, Nancy (C); Frankhouser, Hans (W); Livernois, Jay (Ex-Officio); McGinn, Walter; Morse, David; Tuttle, Brent (P); Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie

**ABSENT:** Atchinson, Keith

**GUESTS:** Megan Bard Morse; David Ryan

**1. Call to Order**

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

**MOTION:** (Tuttle/Duvall) To begin the meeting with “*13. Executive Session—Legal and 14. Possible Action Based on Executive Session.*”

Unanimous

Megan Bard Morse exited the meeting at 7:03.

**13. Executive Session—Legal**

**MOTION:** (Tuttle/Duvall) To enter into Executive Session to discuss Legal matters, inviting Head of School Sandford, Holly Singleton, Jon Sturdevant, Michael Susi, Julie Woodland and Attorney David Ryan to attend, at 7:03 p.m.

Unanimous

The meeting returned to regular session at 7:12 p.m.

Attorney David Ryan exited the meeting at 7:12 p.m.

Megan Bard Morse returned to the meeting at 7:12 p.m.

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

**2. Community Participation – None.**

**3. Secretary’s Report—Minutes of November 4, 2020**

**MOTION:** (Duvall/Blackmer) To approve the minutes of November 4, 2020 as presented. All voted Yes except for Swenson, Kelly and Frankhouser who abstained. Motion passes.

**4. Correspondence**

Head of School Sandford reviewed the correspondence which was included in the packet, highlighting several bereavement letters, two letters to banks regarding signatures on checks issued by The Academy, a letter acknowledging math teacher Amy Couture’s upcoming move to GA, and a no-trespass letter written to a community member.



## **5. BOT Self-Evaluation—February Retreat**

President Swenson told the committee she interviewed two consultants as candidates for an upcoming Board self-evaluation. Both were very different in their two-phase approaches. President Swenson proposed using one consultant for the Board's self-evaluation piece and the other consultant for the piece where the Board might want to redefine itself or make changes. The Executive Committee agreed to meet at least twice prior to the February retreat to plan how best to utilize the consultant/s at the February retreat and beyond. It was hoped the two consultants might be able to collaborate to create a seamless transition for this ongoing process.

## **6. Academy Building Tower Project Update**

Head of School Sanford informed the committee that bids are going out this week for contractors on the Academy Building Tower Project. After bids are returned and reviewed, the Buildings & Grounds Committee will help select the contractor. The project is slated to start in the spring; it is expected that the tower itself will be either wrapped or removed when students (hopefully) graduate on the common.

## **7. Athletic Update**

Head of School Sanford said the CIAC has canceled sports until at least January 19, 2021. The NDDH's recommendation was to delay any sports until at least two weeks after students return to school. In an effort to make the best out of the situation, The Academy has continued with strength and conditioning training for student-athletes.

## **8. Student Recognition in 2020-2021**

In a post-pandemic scenario projected for next fall, Head of School Sanford proposed inviting students receiving recognition along with their families to a reception thirty minutes prior to full Board meetings. Discussion ensued about room capacity in the future Barbara Child Board Room for guests and Board members who choose to attend the meeting in person.

## **9. Approve Executive, Real Estate, and Expulsion Committee Charters**

There was agreement to approve all three committee charters as presented.

## **10. New and Updated Policies—First Reads**

Head of School Sanford presented the new and updated policies to the group. As a first read, further discussion can occur at the next meeting. Since it speaks to the Executive Committee specifically, the group agreed to discuss any changes to Policy 8131 in greater depth at the next meeting.

## **11. Draft Calendars for 2021-2022**

Head of School Sanford presented draft versions of the Academic, Residential Life and BOT calendars for 2021-2022, saying changes to April vacation are still being discussed regionally. After more review at the next Executive Committee meeting in January, the full Board will see the calendars again their meeting on January 19, 2021.

## **12. Other Items**

- The hybrid schedule will begin again on Monday, December 7. Some of our sending town districts may wait before resuming in-person classes. Discussion ensued about COVID-19, socializing and seasonal illness.
- It was agreed to present Barbara Child with her chair at the August 2021 recognition event.
- There was some discussion about a stone dedication plaque that was restored and hung in the Bracken Memorial Library recently. The Foundation is planning to raise donations to restore the stone fountain located in the lobby area of the Field House in the future.

**15. Adjournment**

**MOTION:** (Tuttle/Paquette) To adjourn the meeting at 8:01 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**  
**November 4, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Blackmer, Robert; Duvall, Nancy (C); McGinn, Walter; Paquette, Philippa; Trivella, Joan; Tuttle, Brent (P); Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Frankhouser, Hans (W); Higgins, Edwin; Kelly, Paul; Swenson, Christine

**1. Call to Order**

The meeting was called to order by Board Secretary Paquette at 7:06 p.m.

**2. Community Participation – None.**

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

**MOTION:** (Blackmer/Tuttle) To approve the minutes of October 14, 2020 as presented.  
Unanimous

**4. Correspondence**

Head of School Sandford reviewed the correspondence which was included in the packet. He noted an assortment of award letters to students and staff, a letter to Woodstock Public Schools expressing sympathy for the loss of school psychologist Emily Belval, and a thank you letter from Assistant Board Secretary Barbara Child.

**5. Self-Evaluation Goals**

Head of School Sandford asked the group to clarify their goals and objectives for the proposed BOT consultant. He hopes to pass that information along to potential candidates prior to their interview with Board Chair Swenson. Discussion included the need to:

- (1) better define the roles and expectations of Board members
- (2) promote greater efficiency with improved communication between subcommittees in order to improve the operations of the Board
- (3) foster greater Board member motivation, preparation and participation in order to create more effective Board involvement
- (4) attract a more diverse Board membership as previously discussed
- (5) develop a short-term and long-term vision of where the Board leadership should be headed.

**6. Annual Holiday Party**

Head of School Sandford asked for feedback about whether or not to hold the annual holiday party this year. The group agreed that given our current health reality, it would be wise to cancel the event for this year. Head of School Sandford still plans to send out the annual Academy holiday cards.

**7. Subcommittee Lists**

Revised subcommittee lists were distributed. Some committees could still use a few more members. There were no questions.

**8. Other Items**

- Associate Head of School Singleton provided a detailed overview of the plans in place for students to resume in-person learning as part of a hybrid plan beginning on Monday, November 9. Her presentation touched



on student groupings, busing, lunch, teacher professional development/room prep, and plans for substitute teachers on Mondays and Tuesdays.

- Board Secretary Paquette remarked how wonderful the recent Academy Leadership Conference was, saying Social Studies Department Chair Sara Dziedzic, Assistant Head of School John Rigney, and the various student chairs did an amazing job promoting the event and managing the technology aspect. It was a great achievement.

#### **9. Executive Session—Legal**

**MOTION:** (Trivella/Duvall) To enter into Executive Session to discuss Legal matters, inviting Christopher Sandford, Holly Singleton, Jon Sturdevant, Michael Susi and Julie Woodland to attend, at 7:35 p.m.

Unanimous

The meeting returned to regular session at 7:45 p.m.

#### **10. Possible Action Based on Executive Session – None.**

#### **11. Adjournment**

**MOTION:** (Tuttle/Duvall) To adjourn the meeting at 7:45 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**  
**October 14, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Blackmer, Robert; Higgins, Edwin; Paquette, Philippa; Swenson, Christine; Trivella, Joan; Duvall, Nancy (C); Frankhouser, Hans (W); Tuttle, Brent (P); Sandford, Chris; Sturdevant, Jon; Susi, Michael; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Kelly, Paul  
**GUESTS:** Megan Bard Morse

**1. Call to Order**

The meeting was called to order by Chairman Swenson at 6:35 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of September 2, 2020**

**MOTION:** (Trivella/Tuttle) To approve the minutes of September 2, 2020 as presented.

All voted Yes except Frankhouser, who abstained. Motion passes.

**4. Correspondence**

Head of School Sandford reviewed the correspondence which was included in the packet. Among many, the following letters were highlighted: a letter to the Woodstock Board of Education requesting a payment, various student award recognition letters, a letter to the assessor of the Town of Woodstock, a letter from Board secretary Philippa Paquette and Board Chair Christine Swenson thanking the faculty for their extraordinary effort, a letter from CABE stating their recommendation to adopt our resolution proposal, a letter from Canterbury extending their contract and a letter to Leslie Holland regarding the recent establishment of the Robert Holland Chapter of the National English Honor Society. Leslie Holland donated fourteen boxes of Bob's books to be presented to future inductees of the National English Honor Society. President Swenson thanked Joan Trivella and Head of School Sandford for their work to move the Board's resolution through CABE.

**5. Foundation Priority List**

Associate Head of School for Advancement Jon Sturdevant reviewed the current fundraising priorities for the Academy, noting the goals and completion status of specific projects. Adding air conditioning and improving the bathrooms on South Campus, along with the Jahn hockey rink, were the biggest changes to the list from last year. This list is updated annually and will be sent to the full BOT for approval in October.

**6. Theory of Action 2020-2021**

Head of School Sandford planned to present the 2020-2021 Theory of Action to the full BOT for approval at the October meeting. President Swenson expressed her support and expects more "yellow" at year end given this year's challenges and uncertainty.

**7. Head of School Evaluation**

Head of School Sandford provided a draft evaluation form that incorporated suggestions offered at the last Board Retreat. Discussion ensued and the document was edited in real time. This comprehensive review would be performed every other year. The edited version will be presented to the full Board for endorsement at the October meeting.

**8. BOT Self-Evaluation**

President Swenson encouraged the committee to support a self-evaluation for the full Board, saying the subcommittees have already been repopulated and committee charters have been established. Now it's time to set a clear path for other

ways for the Board to increase efficiency. She solicited feedback from each Executive Committee member and discussion concluded with the Board's commitment to do most of the work themselves rather than delegate to the administration. Head of School Sanford was asked to set up interviews between the Board and a consultant or two. The Executive Committee would be charged with steering the direction for the consultant to identify strengths and weaknesses along with 3-4 action steps/goals. It was agreed to set aside an entire future Executive Committee meeting to focus on this task.

#### **9. BOT Meetings Calendar 2020-2021**

Head of School Sanford provided a revised (draft) 2020-2021 Board of Trustees meeting calendar that reflected the reduction of full BOT meetings as directed by the Board at the September Retreat. The group asked that this edited version be presented to the full BOT for endorsement at the October meeting.

#### **10. Next Phase AIM**

Head of School Sanford reviewed the process and results of the student/parent/faculty survey and explained how that shaped the next phase of The Academy's Adjustable Instruction Model (AIM). A proposed hybrid schedule handout was provided, in which students would attend live classes on Monday or Tuesday (depending on their last name or special requirements) and eLearning would continue on Wednesday, Thursday and Friday. Discussion included meeting the criteria for AP classes, feedback from stakeholders after the survey, addressing social/emotional needs of students and staff, the level of COVID-19 in our area, athletics, contact tracing, faculty office hours, and the percentage of students who would likely choose to opt out of live classes to continue eLearning.

#### **11. Other Items**

- Joan Trivella thanked Philippa Paquette for crafting the letter to Academy faculty and thanked Head of School Sanford for sending the Board *The Person You Mean to Be* by Dolly Chugh. Head of School Sanford said the employees really appreciated the letter from the Board.
- Head of School Sanford notified the group he has been writing personal thank you notes to employees on behalf of the himself and the Board.
- Board Secretary Paquette urged Board members to attend any virtual class and follow up that experience with a thank you note.

#### **12. Executive Session—Legal**

An executive session was no longer needed.

#### **13. Possible Action – None.**

#### **14. Adjournment**

**MOTION:** (Paquette/Tuttle) To adjourn the meeting at 7:47 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**  
**December 14, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Beckwith, Martha; Bentley, Cary; Carabeau, Garry; Duvall, Nancy; Frankhouser, Hans; Kelly, Paul; Morse, David; Trivella, Joan; Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Tuttle, Brent  
**GUESTS:** Megan Bard Morse, Michael Maletta and Mark Kozloski

**1. Call to Order**

The meeting was called to order by Chairman Kelly at 7:06 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of November 9, 2020**

**MOTION:** (Beckwith/Bentley) To approve the minutes of November 9, 2020.

Unanimous

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

Associate Head of School for Finance and Operations Mike Susi reviewed detailed revenue and expense reports. He said revenue was on track with the exception of a check they were waiting on from a sending town. On the expense side, he said he felt we are in good shape with the potential for some financial gains over the next few months. The new format of the profit and loss statement will greatly help to identify trends and make decisions year after year.

**5. 2019-2020 Audit Discussion**

The Finance Committee used the past month to review the audit presented at the November meeting. Head of School Sandford provided written responses to the auditor's suggestions in the management letter. Subsequent discussion held about the need to create written office/job position procedures for reference and training purposes, particularly for various billing and human resource policies/functions. Former Interim Associate Head of School for Finance and Operations Bill Guillot has been working on this project.

Head of School Sandford, Holly Singleton, Jon Sturdevant, Michael Susi and Megan Bard Morse left the meeting at 7:17 p.m.

**6. Executive Session—Personnel**

**MOTION:** (Beckwith/Bentley) To enter into Executive Session to discuss Personnel matters, inviting Michael Maletta, Mark Kozloski and Julie Woodland to attend at 7:17 p.m.

Unanimous

The meeting returned to regular session at 7:36 p.m.

**7. Possible Action Based on Executive Session**

**MOTION:** (Trivella/Frankhouser) To recommend that the full Board of Trustees approve the 2019-2020 audit and management letter as presented.

Unanimous

## 8. Other

The Finance Committee members thanked the administration for a good year and thanked the auditors for a great audit.

## 9. Adjournment

**MOTION:** (Frankhouser/Bentley) To adjourn the meeting at 7:37 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**  
**November 9, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Beckwith, Martha; Bentley, Cary; Duvall, Nancy; Frankhouser, Hans; Kelly, Paul; Morse, David; Trivella, Joan (7:11 p.m.); Tuttle, Brent; Guillot, Bill; Sandford, Chris; Singleton, Holly; Susi, Michael; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Atchinson, Keith

**GUESTS:** Michael Maletta and Mark Kozloski

**1. Call to Order**

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

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of October 13, 2020**

**MOTION:** (Bentley/Frankhouser) To approve the minutes of October 13, 2020.

Unanimous

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

Associate Head of School for Finance and Operations Mike Susi reviewed detailed revenue and expense reports. He said considerable time has been spent providing the information necessary to complete the annual audit, to wrap up campus-wide projects and to prepare for the return of students to campus. Tuition money has been consistently coming in, and the overall budget seems to be doing well so far. Mr. Susi provided a quarterly profit and loss report in the standard format of the software. Bill Guillot is still working to pull the correct data from the proper accounts, and so far, all the data seems to be in alignment. Mr. Guillot said a new quarterly report in an improved format will be discussed at the next meeting.

**5. 2019-2020 Audit Presentation**

Michael Maletta of Maletta & Company provided a draft detailing the results of the 2019-2020 annual audit, saying, "In his clear, unmodified opinion, the internal controls at The Academy are good, and nothing appears to be out of compliance." The brevity of the management letter is a reflection of the hard work of Bill Guillot and Janet Rohan. He reviewed each page and narrative, highlighting key areas and providing additional information where necessary or requested. Additional topics included an option to use paperless documentation through Accufund, a gift acceptance policy, how to best cover unemployment claims, the creation of an accounting procedures manual, transitioning the student activities accounts over to Accufund, and how to best manage the PPE funds.

Mark Kozloski of Maletta & Company reviewed the 990 Tax Reports/Schedules for both The Academy and the Foundation, providing additional detail and answering questions.

The Board members agreed to digest all the information from the audit over the next month and discuss it further with Michael Maletta and Mark Kozloski at the next Finance Committee meeting on December 14. They thanked Mike and Mark for making so many trips to campus during the pandemic and thanked Bill Guillot for his countless hours of work over the past two years, saying having higher quality data has made decision making much easier.

**6. Other – None.**

**7. Adjournment**

**MOTION:** (Bentley/Trivella) To adjourn the meeting at 7:58 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**  
**October 13, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Beckwith, Martha; Bentley, Cary; Frankhouser, Hans; Kelly, Paul; Trivella, Joan; Susi, Michael; Sandford, Chris; Singleton, Holly; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Duvall, Nancy; Tuttle, Brent; Sturdevant, Jon

**1. Call to Order**

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

**2. Community Participation – None.**

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

**MOTION:** (Beckwith/Frankhouser) To approve the minutes of September 14, 2020.  
Unanimous

**4. October 1, 2020 Enrollment Report**

Associate Head of School for Finance and Operations Mike Susi reviewed a handout which compared last year's enrollment numbers on October 1<sup>st</sup> from each sending town, sorted by grade, to this year's numbers. While we were expecting to drop by 50 students this year, we only dropped by 20. Tuition numbers are expected to be steady. He noted that the small size of this year's freshman class is consistent with the "bubble" we have been anticipating. Our high retention numbers are a testament to the high-quality education we offer at The Academy.

**5. 2020-2021 Budget Status Update**

Associate Head of School for Finance and Operations Mike Susi presented a detailed revenue report to the group, saying we are on target for revenue to date. He pointed out that Brad Favreau has been doing a great job generating facilities rental income and that the lack of athletic events has resulted in paying fewer athletic fees. On his expense report, he said savings has been seen in line items related to substitutes, drivers, overtime, professional/contractual services, transportation, travel, and instructional supplies. He has been working on a grant that would reimburse \$217K of COVID-19 expenses and he is closely watching the debt service (USDA grant) line item and the health insurance line item. All things considered, he feels our finances are in good shape.

**6. Audit Update**

Head of School Sandford expects the auditors to present their preliminary report to the Finance Committee next month by Zoom. The testing phase is going well so far.

**7. Executive Session—Legal**

An executive session was not needed.

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

**9. Other**

Martha Beckwith thanked Mr. Susi and Mr. Sandford for the revenue and expense reports and requested that a quarterly balance sheet be provided to the Finance Committee.



**10. Adjournment**

**MOTION:** (Beckwith/Bentley) To adjourn the meeting at 7:17 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**  
**NEGOTIATING COMMITTEE**  
**December 14, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha; Beckwith, Martha; Bentley, Cary; Frankhouser, Hans; Higgins, Ed; McGinn, Walter; Morse, David; Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Johnston, Kevin

**1. Call to Order**

The meeting was called to order by Chairman Morse at 6:31 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of February 12, 2020**

**MOTION:** (McGinn/Beckwith) To approve the minutes of February 12, 2020.  
Unanimous

**4. Approve Committee Charter**

The committee charter was briefly reviewed.

**MOTION:** (Asikainen/Beckwith) To approve the Committee Charter as presented.  
Unanimous

**5. Executive Session—Contract Negotiations**

**MOTION:** (McGinn/Beckwith) To enter into Executive Session to discuss Contract Negotiations, inviting all Board members present, Head of School Sandford, Holly Singleton, Jon Sturdevant, Mike Susi and Julie Woodland at 6:35 p.m.  
Unanimous

The meeting returned to regular session at 7:00 p.m.

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

**7. Other – None.**

**8. Adjournment**

**MOTION:** (Beckwith/Bentley) To adjourn the meeting at 7:01 p.m.  
Unanimous

Respectfully submitted,

*Julie Woodland*  
Julie Woodland  
Board Clerk

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MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
POLICY COMMITTEE  
November 11, 2020



These minutes are for  
informational purposes only.

**PRESENT:** Bellerose, Jim; Carabeau, Garry; Higgins, Ed; Sandford, Chris; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Child, Barbara; Samborowski, Leonard; Saucier, Bobbie-Jo

**1. Call to Order**

The meeting was called to order by Chairman Carabeau at 6:31 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of March 11, 2020**

**MOTION:** (Bellerose/Higgins) To approve the minutes of March 11, 2020. All voted Yes except Garry Carabeau who abstained. Motion passes.

4.	a. Update Policy	5131.911	Bullying
	b. Update Policy	5145.124	Breathalyzer Testing
	c. Update Policy	6113.11	Class Size Guidelines
	d. Update Policy	6115	Ceremonies and Observations
	e. Update Policy	6141.3291	One-to-One Tablet Program
	f. Update Policy	6146.3	Early Graduation
	g. Update Policy	6164.2	Comprehensive School Counseling
	h. Update Policy	8010	Limits of Individual Authority
	i. Update Policy	8125	Attorney
	j. Update Policy	8325.3	Parliamentary Procedures
	k. Update Policy	8326	Minutes
	l. Update Policy	8330	Board/Academy Records
5.	a. Review Policy	8130	Governance of the Board Committees
	b. Review Policy	8131	Executive Committee
	c. Review Policy	8132	Permanent Board Committees

Head of School Sandford briefly reviewed the policies, explaining the need to make certain changes. Suggested edits were provided, and each policy was read and discussed by Committee members. Some additional changes were made.

**MOTION:** (Higgins/Bellerose) To recommend the updated and reviewed policies as edited to the Executive Committee for approval. Unanimous

6. Other – None.

7. Adjournment

MOTION: (Bellerose/Higgins) To adjourn the meeting at 6:59 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland

Board Clerk

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**MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
STUDENT LIFE COMMITTEE  
November 11, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha; McGinn, Walter; Rhynhart, Hans; Trivella, Joan; Du, Stella; Smith, Adeline; Preston, Megan (alt.); McDonald, Haley (alt.); Rigney, John; Sandford, Chris; Saucier, Bobbie-Jo; Singleton, Holly; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Hughes, Karin; Samborowski, Leonard

**1. Call to Order**

The meeting was called to order by Co-chairman Asikainen at 7:01 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of October 13, 2020**

**MOTION:** (Singleton/Trivella) To approve the minutes of October 13, 2020.

Unanimous

**4. AIM—Hybrid Learning Recap**

Associate Head of School Singleton said hybrid learning was off to a great start. It was wonderful to see students back on campus. Teachers reported feeling safe and a group of students told her “teachers were funnier in person.” 470 students attended on Monday; 465 students had been scheduled for Tuesday. Twenty percent of the boarding students opted out of in-person classes. Student representative Megan Preston, Hailey McDonald and Stella Du reported classes averaging about seven students in each one, “positive confusion” with the extended passing time in the schedule, and the struggle to wake up early (again) to get to school on time. Associate Head of School Singleton will address the challenges for students passing between classes when the weather gets colder. Director of Health Services Bobbie-Jo Saucier was relieved with the success of the day, saying she saw students following the rules and didn’t observe overcrowding in the student spaces or hallways.

**5. Residential Life Update**

Assistant Head of School for South Campus John Rigney is preparing for a reduced student population in the weeks ahead. Thirty-five students plan to go home prior to Thanksgiving; twenty-five more plan to depart prior to Christmas break. The residential life staff is still determining how many students intend to stay on campus through winter break. Boarding students have shared concerns about international travel during the pandemic and hope to return to campus with confidence.

Director of Health Services Bobbie-Jo Saucier detailed her ongoing challenges with COVID-19 testing which includes type of test, turnaround time for processing, cost, and availability. The lack of timely, official notification being provided after positive test results in the greater community has put the burden of contact tracing back on her office. Families have been reporting COVID infections to her directly, and she has learned a lot about community spread.

## 6. Committee Goals 2020-2021

The group modeled their committee goals based on the Academic Committee goals.

1. Monitor social and emotional support for students and staff and collect data.
2. Encourage BOT members to attend student events and participate in the residential life community.

Discussion included various ways to increase understanding and engagement with boarding students such as sharing meals and participating in outdoor/weekend activities.

It was agreed that the weekly residential life updates/schedules would be forwarded to the Student Life Committee as received. Committee members were encouraged to contact Mr. Rigney if they wanted to participate in any of the featured activities.

## 7. Other

Inquiries were made about overall athletics, the prep basketball schedule, and the CIAC banning spectators at athletic events. Brief discussion ensued about creating increased (post-pandemic) opportunities for day students and boarding students to socialize together.

Director of Health Services Bobbie-Jo Saucier commended all The Academy athletic teams for their successful seasons despite the challenges of COVID. Head of School Sanford reiterated his commitment to create some sort of athletic opportunity for Academy students with or without the ECC. Student representative Adeline Smith expressed her appreciation for being able to have a soccer season at all.

## 8. Adjournment

**MOTION:** (Singleton/McGinn) To adjourn the meeting at 7:48 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

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**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
**STUDENT LIFE COMMITTEE**  
**October 13, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha (6:40); McGinn, Walter; Rhynhart, Hans; Samborowski, Leonard; Trivella, Joan; Du, Stella; Smith, Adeline; McDonald, Haley (alt.); Hughes, Karin; Rigney, John; Sandford, Chris; Saucier, Bobbie-Jo; Saucier, Sean; Singleton, Holly; Woodland, Julie  
**ABSENT WITH NOTIFICATION:** Preston, Megan (alt.)

**1. Call to Order**

The meeting was called to order by Co-chair Trivella at 6:31 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of September 9, 2020**

**MOTION:** (Samborowski/Singleton) To approve the minutes of September 9, 2020.

Unanimous

**4. Athletic Update**

Dean of Athletics Sean Saucier provided an overview of the status of athletics in our area and within our program. Adjustments have been made to football, cheerleading, and soccer with regard to contact, the number of games, and the number of teams played. While the CIAC continues to roll out various plans for winter sports, The Academy is committed to keeping kids active even if that means only “in-house” competition. Co-chair Trivella remarked that what The Academy has been able to provide is “as good as it can be” and “better than (she) thought.” She thanked the administration for their phenomenal and admirable efforts, along with their creative thinking.

**5. Boarding Program Break Schedule**

Head of School Sandford and Associate Head of School Singleton described the letters that Assistant Head of School for South Campus John Rigney sent to students and families about Thanksgiving and winter break. In short, students will choose whether to remain on campus through Thanksgiving until the start of winter break or leave at the start of Thanksgiving break. All will return in January. The prep team may go home at Thanksgiving and return in January, but this is all still a very fluid situation with regard to domestic and international travel. Providing nursing care to sick students is stressful, even for routine illnesses. The Student Life Committee will be kept up to date with the status of the basketball program.

**6. Committee Goals 2020-2021**

It was agreed to craft 2020-2021 committee goals early in the next meeting's agenda, incorporating the school goal as an overarching theme.

**7. Other**

Stella Du shared the thoughts of other day students with the Committee, saying most international students have mixed feelings about returning to in-person classes. They are concerned about safety, social distancing, and travel during the coronavirus epidemic. Many worry about how sports, recreational travel, and off-campus work will affect the South Campus “bubble” and feel safer while doing eLearning exclusively.



**8. Adjournment**

**MOTION:** (Samborowski/Asikainen) To adjourn the meeting at 6:56 p.m.  
Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

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