



# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES NOTICE OF MEETING

## AGENDA

**Date:** Tuesday, October 20, 2020  
**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. **Head of School Recognition**—Student and Employee Honorees for September and October
3. **Student Council Report**
4. **Community Participation**—please email your comments before 6:00 p.m. to [jwoodland@woodstockacademy.org](mailto:jwoodland@woodstockacademy.org)
5. **Secretary's Report**—Minutes of September 15, 2020 (Attachment 1)
6. **Board Reports**
  - a. **President's Report**
    - i. Correspondence (Attachment 2)
    - ii. BOT Self-Evaluation Process/Consultant (Attachment 3)
    - iii. Revised Head of School Evaluation Form (Attachment 4)
  - b. **Committee Reports** – Chairs summarize reports provided in packet (Attachment 4)
7. **Woodstock Academy Administration Reports**
  - a. **Associate Head of School for Finance and Operations Report**
    - i. 2020-2021 Budget Update (Attachment 5)
    - ii. Audit Update
    - iii. Other
    - iv. Board questions/discussion
  - b. **Associate Head of School Report**
    - i. October Update (Attachment 6)
    - ii. Other
    - iii. Board questions/discussion
  - c. **Associate Head of School for Advancement**
    - i. Approve Foundation Priority List (Attachment 7)
    - ii. Annual Giving Day on October 27, 2020
    - iii. Other
    - iv. Board questions/discussion
  - d. **Head of School Report**
    - i. Next Phase AIM (Attachment 8)
    - ii. Approve Revised BOT Calendar (Attachment 9)
    - iii. Endorse Theory of Action 2020-2021 (Attachment 10)
    - iv. Other
    - v. Board questions/discussion
8. **Other Items**
9. **Executive Session—Legal**
10. **Possible Action Based on Executive Session**
11. **Adjournment**

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

# THE WOODSTOCK ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

### ATTACHMENT 1

#### 5. Secretary's Report—Minutes of September 15, 2020

Suggested Motion:

*I move to accept the minutes of September 15, 2020 as presented.*

**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
**September 15, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha; Atchinson, Keith (B); Beckwith, Martha; Bellerose, James; Bentley, Cary; Blackmer, Robert; Carabeau, Garry; Child, Barbara; Duvall, Nancy (C); Frankhouser, Hans (W); Higgins, Edwin; 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); Young, Scot  
**ADMINISTRATION:** Favreau, Amy; Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie

### **1. Call to Order**

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

### **2. Discussion: Governance Meeting Structure**

In response to a Board request to develop a more suitable meeting structure to support greater overall participation and more diverse membership, Head of School Sandford presented a leadership whitepaper recommending adjustments to the governance meeting structure. Specific recommendations included (1) continuing to offer virtual meeting options and to increase technology capacity and (2) to consider adjusting the meeting schedule to facilitate a more diverse Board membership which could be better aligned with the student population. Board discussion ensued, and the Board supported continuing to offer in-person and online meeting options along with technology, sound, and improvements to the space inside the Fireside Room (soon to be the Barbara Child Conference Room). Discussion continued about changes to the frequency and types of Board meetings to be held each year, in order to create an environment which might support greater diversity of membership. President Swenson asked for individual feedback from each member present. After discussion, it was agreed:

- To hold five (5) full Board meetings each year, one of which would be the Annual Meeting in August, as required by the bylaws
- Subcommittees to meet as regularly scheduled
- The Executive Committee to schedule monthly meetings
- At least one full Board meeting to be a mandatory weekend retreat with activities following the meeting
- Subcommittee Chairs to present a verbal update on committee activities during the Committee Reports section of the Board agenda
- Subcommittee agendas will be shared with all Board members to encourage greater participation across committees.
- In one year, the Board will assess these changes and make any necessary adjustments.

### **3. Discussion: HOS Review Process**

Head of School Sandford provided the 2020-2021 Leadership Theory of Action. The Theory of Action is created from his self-evaluation and the Board's list of successes / areas of focus from his review. Board discussion ensued about the process and forms used during the Head of School's review. A wide variety of comments and suggestions were shared. After discussion, it was agreed:

- To consider alternating a year of comprehensive review with a year of abbreviated review which would include any suggested course corrections.
- The Board would be provided with a copy of the book the administrative team discussed over the summer, *The Person You Mean to Be*, by Dolly Chugh.



- The Executive Committee will be charged with making any revisions to the review form and/or review process. Possible revisions may include a suggested rating (numeric or other) to accompany any feedback.
- Board Secretary Paquette was asked to craft a letter thanking teachers for their extra effort during this challenging time.
- A facilitator should be selected to coordinate a Board of Trustees self-evaluation at the February BOT Retreat. A remote component should be in place to ensure 100% Board participation.

4. **Other Items** – None.

5. **Possible Executive Session** – None.

6. **Adjournment**

**MOTION:** (Child/Carabeau) To adjourn the meeting at 8:42 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.*



## ACADEMY BOARD OF TRUSTEES



### BOARD MEETING

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Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 2

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



October 1, 2020

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

Dear Members of the Woodstock Board of Education:

We hope this letter finds you well. This is a trying time for everyone and we, like you, are working on our next steps in terms of reopening. There are no easy answers.

We are writing because the check for the capital assessment fee portion of the 2020-2021 tuition bill that we received from Woodstock was not in alignment with the invoiced amount. We wanted to alert you to this oversight.

On June 1, 2020, an invoice was sent for \$218,136, a copy of which I have included in this letter. The payment we received on September 23, 2020 was for \$212,483. A copy of this check is also attached. We know the Town of Woodstock has opted to pay the fee, but since our contract is with the Woodstock Board of Education, we wanted to reach out to you regarding the difference of \$5,653.


You probably remember, we sent a letter last October to the Woodstock Board of Education and copied the Board of Selectmen. We stated we were able to reduce the fee by \$5 per student based on the actual capital costs of the projects we undertook. We were proud to pass on this savings to our partner districts. As an update, all of the capital projects we proposed, which included replacing underground tanks and various roofs, have been completed.

Together we are all facing financial challenges and uncertainty, and we want to thank you for your partnership. We recognize that we should have done a better job of financially planning for these projects but working hard to keep tuition as low as possible for our educational partners seemed like a higher priority at the time.

Please let us know if you need any additional information as you work to rectify this payment discrepancy.

Thank you for taking a leadership role in our community and we wish you good health.

Sincerely,



Christopher Sandford  
Head of School

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



October 1, 2020

Dear Woodstock Academy Community:

We hope this letter finds all members of our community safe and healthy.

When we started the school year, we wrote to the larger community and announced that we would be using an Adjustable Instructional Model (AIM) to start the year. This primarily eLearning model was developed to provide our students the best possible way to remain on track and safe during these trying times.

Now that we are one month into the school year, we feel it is important to collect feedback from The Academy community on the next steps. As stated in our earlier letter, the administration is committed to having students back on campus as soon as possible. We worked tirelessly over the summer developing plans, working with our community partners, meeting with public health and state educational officials, and working through several types of schedules. While the state guidelines are still extremely difficult to meet in a high school setting, the regional and state data has allowed us to consider adjusting our current model. While no decision has been made, it is crucial that we collect data from the larger community as we determine our next steps.

We are proposing three different adjustments to our schedule and would like to hear from the larger community.

- Option #1: Continue to use eLearning four (4) days a week with significant adjustments to Wednesday's in-person offerings. Instead of each student pre-registering, we would develop a more robust, academically based schedule and require students to attend. Under this scenario, each student would only be on campus twice each month.
- Option #2: Move to an in-person, two (2) days per week schedule for students. This is what many people may be most familiar with. A student would attend school two days each week (Monday/Tuesday or Thursday/Friday) and will work on assignments through Canvas at home on the other three (3) days without logging into a teacher-directed virtual classroom. Those students who opt out of attending in-person school will work on assignments through Canvas and have the ability to meet with teachers on Wednesday during faculty office hours. Because we are unsure about the number of students who may opt out of in-person learning, **we may not be able to meet the six feet of physical distancing recommended by the state in our classrooms.**
- Option #3: Re-open the school and have all the students return. Those students who opt out of attending school will work on assignments through Canvas and have the ability to touch base with a peer tutor or an adult tutor depending on the needs of the student. **Meeting the six feet of physical distancing recommended by the state in our classrooms will not be possible.**



We are very aware that we are not in this alone and this decision impacts everyone differently. Local elementary and middle schools are moving toward a full return to school, but most high schools across the state (unless they are very small) are either in eLearning or some form of Option #2 above.

This is not an easy decision for us, and we find ourselves weighing the educational/instructional needs of some students against the social/emotional needs of others. While getting students on campus for more personal contact with teachers and fellow students may benefit a students' social and emotional needs, students overall will go from interacting virtually with their peers in a classroom setting for four days a week to only two. Bringing back all the students for in-person learning is also not a simple choice since that decision will likely receive significant push back from the public health community.

As this community health crisis continues to evolve in terms of infections and new cases, we must also consider the timing of this scheduling adjustment. Right now, we are exploring bringing back some/all students to campus before the start of the second semester. But that may change at any time.

As we stated in our letter before the school year started, you have our word that we will continue to make decisions that place our students and staff in the safest possible situation. We are aware this is not ideal for anyone and we all just want to get back to "normal."

Please take a few minutes to discuss this with your student and **complete our brief survey** to choose the schedule adjustment you feel we should make next. Space has been provided for you to offer additional suggestions which we may not have considered.

Our doors are always open, and we wish all of you continued good health.

In Partnership,



Christopher J. Sandford  
Head of School



Holly G. Singleton  
Associate Head of School



September 29, 2020

Clayton Singleton  
P.O. Box 336  
Eastford, CT 06242

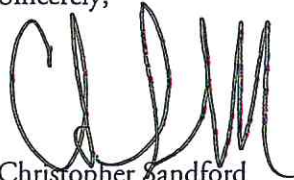
Dear Clayton:

It is with great pleasure that I inform you that you have been chosen to receive the September Head of School's Award. This award is based on commitment to The Woodstock Academy and our community, trustworthiness and respect for peers and staff, as well as leadership and dedication. A student must also be in good 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. Dr. Donna Leake, Superintendent of Eastford Public Schools  
The Woodstock Academy Board of Trustees  
Counseling Department



September 29, 2020

Marco Maluf  
P.O. Box 336  
Eastford, CT 06242

Dear Marco:

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

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

Sincerely,

Christopher Sandford  
Head of School

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





September 29, 2020

Alexandra Vaida  
P.O. Box 123  
Pomfret, CT 06258


Dear Alexandra:

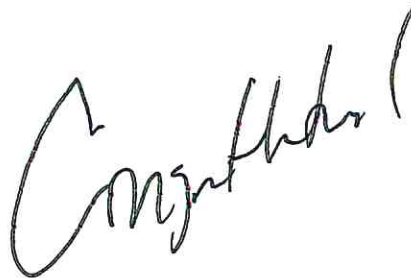
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The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

  
Christopher Sandford  
Head of School



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



September 29, 2020

Riley Chapuis  
16 Barber Road  
Woodstock, CT 06281

Dear Riley:

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

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Sincerely,

Christopher Sandford  
Head of School

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



September 29, 2020

Ethan Bove  
44 Senexet Village Road  
Woodstock, CT 06281

Dear Ethan:

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

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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





September 29, 2020

Grace Gronski  
42 Camp Road  
Woodstock, CT 06281

Dear Grace:

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

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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



September 29, 2020

Ashley Guillot  
145 Bingham Road  
Canterbury, CT 06331

Dear Ashley:

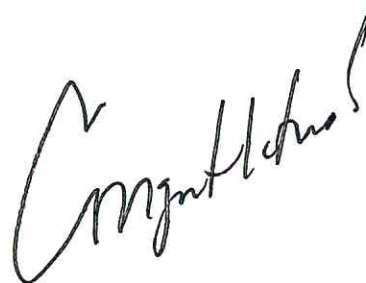
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The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

  
Christopher Sandford  
Head of School



Cc. Steven Rioux, Superintendent of Canterbury Public Schools  
The Woodstock Academy Board of Trustees  
Counseling Department



September 29, 2020

Harriet Majek  
114 Fitzgerald Road  
Brooklyn, CT 06234


Dear Harriet:

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

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





September 29, 2020

Gillian Price  
1796A Route 197  
Woodstock, CT 06281

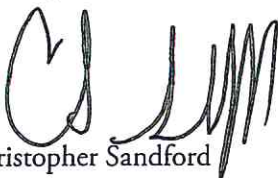
Dear Gillian:

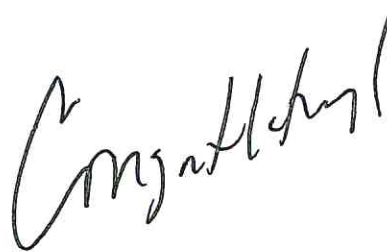
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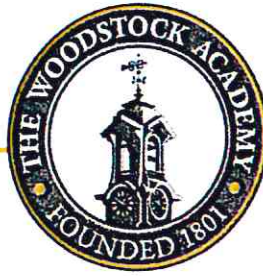
The Academy is very fortunate to have you as a member of its community, and we are extremely proud of your accomplishments. Congratulations!

Sincerely,

  
Christopher Sandford  
Head of School



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



September 29, 2020

Mia Ruggeri  
50 Millbrook Lane  
Woodstock, CT 06281

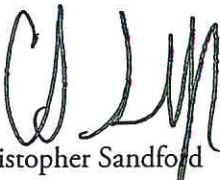
Dear Mia:

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

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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



September 29, 2020

Jackson Dias  
52 Woodstock Meadows  
Woodstock, CT 06281

Dear Jackson:

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

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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





September 29, 2020

Heather Schofield  
109 Perrin Road  
Woodstock, CT 06281

Dear Heather:

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

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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



September 29, 2020

Samuel Massey  
185 Bradford Corner Road  
Woodstock, CT 06281

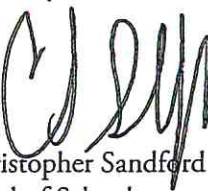
Dear Samuel:

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

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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



September 29, 2020

Sara Cotillo  
150 Route 169  
Woodstock, CT 06281

Dear Sara:

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

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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





September 24, 2020

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

Dear Emily:

I hope this letter finds you and your family safe and healthy. As we start this new school year, I wanted to share with you some changes to the homes that we own in Woodstock.

**500 Route 169:** Although a staff member resided in this home through June 2020, we are now renting it through December 2020. As such, we should pay taxes for the last six months of 2020. Beginning in January 2021, another staff member is slated to move in.

**207 Route 169:** Beginning in July 2020, this raised ranch across from South Campus began to be used for staff housing. It was rented through all of 2019; this summer the renter moved out and a member of our staff moved in. (Actually, the staff member from 500 Route 169 moved to 207 Route 169.) Like we have done with other staff housing, this should not be taxed after July 2020.

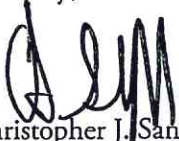
**30 Child Hill Road:** This property should continue to be taxed, as it is rented, but it will be put on the market soon to be sold.

**Crooked Trail: (List Number: 2019 01 0004365)** This empty lot has been assessed as a building lot. We are not in agreement that it is, in fact, buildable. We are researching its viability through soil testing and other research since we plan to sell it. While we have paid the tax bill to avoid being delinquent, should the lot prove to be unbuildable we would hope to see a retroactive adjustment.

As I mentioned in the past, as changes occur in our staff housing, we will keep you up to date. Our goal is to continue selling all of our off-campus property.

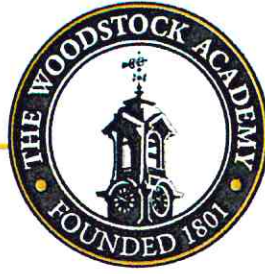
If you need any additional information, please let me know and I will do my best to provide it to you.

Sincerely,

  
Christopher J. Sandford  
Head of School



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



September 24, 2020

To: The Woodstock Academy team; Administrators, Teachers, Guidance personnel and staff

This letter comes from Christine Swenson, Chairman of The Woodstock Academy Board of Trustees, and from every member of the Board to thank you for the amazing work you are all doing both today and for the whole 6 months since our world shifted with the pandemic.

Instead of a summer of relaxation and recreation, many of you took courses to learn new eLearning skills. You worked on mastering the technology and curricula adjustments necessary to fit the hybrid model of instruction. This extra effort to prepare yourselves for the future is a sign of your quality and commitment to your students.

We hope you did manage to enjoy some relaxing activities and recharge your personal generators. Although some of the aspects of this academic year will be easier because of your prior experiences with eLearning, we know that it will still be very challenging to enable effective remote learning. New students, larger classes and technological glitches are realities for you all in a future that remains uncertain. Fortunately for our students, you provide stable and reliable direction for their education.

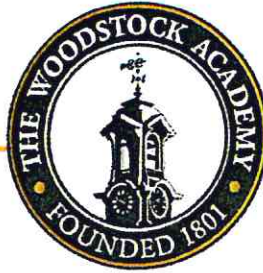
We usually hold a reception at the beginning of the academic year to welcome new teachers and staff and to recognize the longevity of others. This celebration has also provided us the chance to meet and mingle and exchange stories and encouragement. But courtesy of COVID - not this year! In the absence of an opportunity to tell you all in person, we want to reaffirm that we think you are an extraordinary team and The Woodstock Academy is so fortunate to have you with us. We know that you will continue to give "above and beyond" and exceed expectations in your respective positions.

On behalf of our students we thank you. You ARE The Academy Difference. We salute you as the heroes you all are!

Don't forget to breathe!

Sincerely,

The Woodstock Academy Board of Trustees



September 22, 2020

Joey Ignacio  
26 Harris Avenue  
Brooklyn, CT 06234

Dear Joey:

It is with great pleasure that I inform you that you have been chosen to receive the Connecticut Association of Public School Superintendent's (CAPSS) Student Recognition Award. This award is based on community service to others, academic prowess, and leadership service to the school community.

Rather than the traditional awards ceremony with other schools, we are planning our own special recognition celebration some time in December. We will share all the details with you and your family as the event takes shape.

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 J. Sandford  
Head of School

*Congratulations!*

CJS:jw

Cc: Counseling Office  
Patricia Buell, Superintendent, Brooklyn Public Schools  
The Woodstock Academy Board of Trustees





September 22, 2020

Ashley Guillot  
145 Bingham Road  
Canterbury, CT 06331

Dear Ashley:

It is with great pleasure that I inform you that you have been chosen to receive the Connecticut Association of Public School Superintendent's (CAPSS) Student Recognition Award. This award is based on community service to others, academic prowess, and leadership service to the school community.

Rather than the traditional awards ceremony with other schools, we are planning our own special recognition celebration some time in December. We will share all the details with you and your family as the event takes shape.

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 J. Sanford  
Head of School

CJS:jw

Cc: Counseling Office  
Steven Rioux, Superintendent, Canterbury Public Schools  
The Woodstock Academy Board of Trustees



September 22, 2020

Clayton Singleton  
P.O. Box 336  
Eastford, CT 06242

Dear Clayton:

It is with great pleasure that I inform you that you have been chosen to receive the Connecticut Association of Public School Superintendent's (CAPSS) Student Recognition Award. This award is based on community service to others, academic prowess, and leadership service to the school community.

Rather than the traditional awards ceremony with other schools, we are planning our own special recognition celebration some time in December. We will share all the details with you and your family as the event takes shape.

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 J. Sanford  
Head of School

*Congratulations!*

CJS:jw

Cc: Counseling Office  
Donna Leake, Superintendent, Eastford Public Schools  
The Woodstock Academy Board of Trustees



September 22, 2020

Alexandra Vaida  
P.O. Box 123  
Pomfret, CT 06258

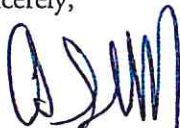
Dear Alexandra:

It is with great pleasure that I inform you that you have been chosen to receive the Connecticut Association of Public School Superintendent's (CAPSS) Student Recognition Award. This award is based on community service to others, academic prowess, and leadership service to the school community.

Rather than the traditional awards ceremony with other schools, we are planning our own special recognition celebration some time in December. We will share all the details with you and your family as the event takes shape.

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

Sincerely,

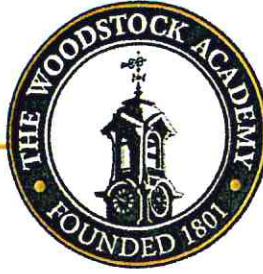
  
Christopher J. Sandford  
Head of School



CJS:jw

Cc: Counseling Office  
Stephen Cullinan, Superintendent, Pomfret Public Schools  
The Woodstock Academy Board of Trustees





September 22, 2020

Ciara MacKinnon  
85 George Heck Road  
Union, CT 06076

Dear Ciara:

It is with great pleasure that I inform you that you have been chosen to receive the Connecticut Association of Public School Superintendent's (CAPSS) Student Recognition Award. This award is based on community service to others, academic prowess, and leadership service to the school community.

Rather than the traditional awards ceremony with other schools, we are planning our own special recognition celebration some time in December. We will share all the details with you and your family as the event takes shape.

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 J. Sandford  
Head of School

*Congratulations!*

CJS:jw

Cc: Counseling Office

Steven Jackopsic, Superintendent, Union Public Schools  
The Woodstock Academy Board of Trustees



September 22, 2020

Riley Chapuis  
16 Barber Road  
Woodstock, CT 06281


Dear Riley:

It is with great pleasure that I inform you that you have been chosen to receive the Connecticut Association of Public School Superintendent's (CAPSS) Student Recognition Award. This award is based on community service to others, academic prowess, and leadership service to the school community.

Rather than the traditional awards ceremony with other schools, we are planning our own special recognition celebration some time in December. We will share all the details with you and your family as the event takes shape.

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 J. Sandford  
Head of School

*Congratulations!*

CJS:jw

Cc: Counseling Office  
Viktor Toth, Superintendent, Woodstock Public Schools  
The Woodstock Academy Board of Trustees



September 22, 2020

Owen Ritzau  
156 Mason Hill Road  
Dayville, CT 06241

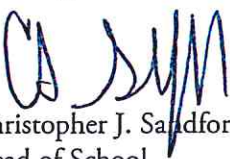
Dear Owen:

It is with great pleasure that I inform you that you have been chosen to receive the Connecticut Association of Public School Superintendent's (CAPSS) Student Recognition Award. This award is based on community service to others, academic prowess, and leadership service to the school community.

Rather than the traditional awards ceremony with other schools, we are planning our own special recognition celebration some time in December. We will share all the details with you and your family as the event takes shape.

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 J. Sandford  
Head of School

*Congratulations!*

CJS:jw

Cc: Counseling Office  
Amy Favreau, Assistant Head of School for Enrollment  
The Woodstock Academy Board of Trustees





September 21, 2020

Mrs. Karin Hughes  
216 County Road  
Woodstock, CT 06281

Dear Mrs. Hughes:

On behalf of the entire Woodstock Academy community, I want to congratulate you for earning your Durational Shortage Area Permit (DSAP) which authorizes you to serve as a teacher of comprehensive special education effective August 26, 2020 through August 25, 2021 at The Woodstock Academy.

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

Sincerely,

  
Christopher J. Sandford  
Head of School

*Thank you for  
your commitment  
to our students!*

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

September 18, 2020

The Woodstock Academy  
Board of Trustees & Head of School, Christopher J. Sandford  
57 Academy Road  
Woodstock, CT 06281

Dear Members of the Board of Trustees & Head of School, Christopher J. Sandford,

On behalf of my family and many other families from the quiet corner of Connecticut, I would like to sincerely thank you for your efforts and quick response to the COVID-19 pandemic, as well as the creation of virtual / remote learning opportunities for the students of the Woodstock Academy.

I am also writing to you because many households that have students at the Woodstock Academy are wondering when some form of in-person instruction will resume. We have witnessed nearly all other schools in the region of all levels reopen their doors on either a full-time basis or under a “hybrid” model. It is rare to see a school in a rural area continue to hold its classes entirely online.

My family and others had the opportunity to read The Woodstock Academy’s Reopening Task Force Whitepaper, dated June 16, 2020. The Task Force was made up of 23 volunteers that collaborated, researched and developed a set of recommendations to reopen the school. The whitepaper is quite comprehensive, detailed and much appreciated by the community. The overall recommendation of the Task Force in its whitepaper states “the Task Force advocates for a system of instruction that creates, at a minimum, a weekly opportunity to provide in-person instruction”. This recommendation comes with the understanding that there may be a need to return to a full eLearning platform if the pandemic situation at the Academy were to get out of hand.

Under the current 100% remote learning arrangement, some of the Woodstock Academy’s goals are currently unfulfilled. These goals include but are not limited to:

- Respect and appreciate diversity.
- Understand the inherent strengths in a pluralistic society.
- Respect the humanity they share with other people and develop interpersonal skills.

The students of Woodstock Academy are experiencing a prolonged sense of isolation without some form of in-person interaction with their peers. The more time that passes, the more detrimental the

prolonged isolation will be to our students' overall well-being and development during this critical phase of life.

Although our current set of circumstances is indeed extraordinary, the majority of schools throughout our region have found a way to incorporate the conditions for in-person learning as outlined in the Governor's Report of the Higher Education Subcommittee of Reopen Connecticut (May 6, 2020). Please know that you are not alone in meeting these conditions for reopening. You can also count on the community that the Woodstock Academy is a part of. The people in our communities and in our country know how to come together when a particular situation warrants it. I ask that you call upon the greater Woodstock Academy community for help with the condition(s) that pose barriers, and both the community and the students will come to your aid. The families, but most importantly the students, are eager to resume in-person instruction, and we are genuinely concerned that our students will go without in-person instruction entirely for the remainder of this academic year

Thank you so much for your consideration.

With my most sincere regards,

Sergio Rodriguez

Pomfret Resident and Proud Parent of a Woodstock Academy Student

cc: Town of Brooklyn Board of Education, Town of Canterbury Board of Education, Town of Eastford Board of Education, Town of Pomfret Board of Education, Town of Union Board of Education, and Town of Woodstock Board of Education.





## Connecticut Association of Boards of Education

81 Wolcott Hill Road, Wethersfield, CT 06109-1242 • (860) 571-7446 • Fax (860) 571-7452 • [www.cabe.org](http://www.cabe.org)

Donald Harris  
President  
Bloomfield

September 17, 2020

Elizabeth Brown  
First Vice President  
Waterbury

Michael Purcaro  
Vice President  
for Government Relations  
Ellington

Ms. Christine Swenson  
Woodstock Academy  
18 Sheppards Landing  
Woodstock, CT 06281



Bryan Hall  
Vice President  
for Professional Development  
East Hartford

Dear Ms. Swenson:

John Prins  
Secretary/Treasurer  
Branford

Thank you for the resolution proposal that your board submitted to the CABE Resolutions Committee. Your proposal will go to the Delegate Assembly for action by the membership. The resolution will be accompanied by a Government Relations Committee recommendation to the membership. The recommendation for the resolution is listed below:

Robert Mitchell  
Immediate Past President  
Montville

**Authority of Boards of Education:**

The Government Relations Committee recommends adoption.

Christopher Wilson  
Executive Committee  
Member at Large  
Bristol

Lydia Tedone  
NSBA Director  
Simsbury

We hope you will be able to attend the virtual Delegate Assembly. Please contact us if we could be of further assistance.

Robert Rader  
Executive Director

Respectfully,

Patrice A. McCarthy  
Deputy Director  
and General Counsel

Michael J. Purcaro  
Vice President for Government Relations

Nicholas D. Caruso, Jr.  
Senior Staff Associate  
for Field Services

Sheila McKay  
Senior Staff Associate  
for Government Relations

pc: ✓ Christopher Sandford, Head of School  
Leonard Lockhart, Resolutions Chairman  
Joan Trivella, CABE Area 4 Director

Vincent A. Mustaro  
Senior Staff Associate  
for Policy Service

Lisa M. Steimer  
Senior Staff Associate  
for Professional Development  
and Communications

Teresa Costa  
Coordinator of Finance  
and Administration



Steven Rioux, Superintendent of Schools  
45 Westminster Road, Canterbury, CT 06331  
Phone (860) 546-6950 Fax (860) 546-6423  
[srioux@canterburypublicschools.org](mailto:srioux@canterburypublicschools.org)

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September 11, 2020

Christopher Sandford  
Head of School  
Woodstock Academy  
57 Academy Road  
Woodstock, CT 06281

Dear Mr. Sandford,

The Canterbury Board of Education at its meeting held on February 11, 2020 voted to extend the Agreement between The Woodstock Academy and the Board of Education of the Town of Canterbury, State of Connecticut for another five (5) years from February 1, 2020 - February 1, 2025. This is in accordance with Term Conditions in the Agreement.

Sincerely,

Steven Rioux  
Superintendent of Schools

CC: Board of Education  
Michele Demicco, Director of Finance and Operations



September 16, 2020

Mrs. Leslie Holland  
411 Barlow Cemetery Road  
Woodstock, CT 06281

Dear Mrs. Holland:

Jon Sturdevant and I really enjoyed meeting with you yesterday. I know with the ongoing pandemic having in-person meetings is not always ideal, but it was wonderful to be able to visit with you.

I want to thank you for agreeing to allow us to honor your late husband and our former trustee by naming our English honor society the *Robert Holland Chapter of the National English Honor Society*. We could not think of a more appropriate and impactful Academy author to name it after.

The society, sponsored by Sigma Tau Delta, has a mission to:

- confer national distinction upon secondary school students for high achievement in the English language arts;
- build a national community of academic achievers;
- provide, through local chapters, cultural stimulation in high school environments;
- encourage interest in the English language arts; and
- serve society by fostering literacy.

After being inducted into the Robert Holland Chapter of the National English Honor Society, we envision our students will serve the greater Academy community by providing tutoring to current students as well as by sponsoring special events to foster literacy.

Your donation of several of Bob's books which can be given out to the new members of The Woodstock Academy Chapter will provide a special touch to the students and help allow Bob's legacy here at The Academy to continue.

In addition to granting us permission to use Bob's name, together we also agreed to allow the fund established in Bob's memory to continue to grow as part of our long-term unrestricted endowment fund.

You remain a large part of The Academy community and I want to thank you for your continued support of our mission.

Most Sincerely,

  
Christopher J. Sandford  
Head of School

Cc. The Woodstock Academy Board of Trustees





# TOWN OF WOODSTOCK

415 ROUTE 169  
WOODSTOCK, CONNECTICUT 06281-3039  
WWW.WOODSTOCKCT.GOV

RECEIVED

SEP 08 2020

September 2, 2020

ASSESSOR  
860-928-6929

BUILDING  
860-928-1388

HIGHWAY  
860-974-0330

INLAND/WETLANDS  
860-928-1388

PLANNING & ZONING  
860-963-2128

RECREATION  
860-928-3396

SELECTMEN  
860-928-0208

TAX COLLECTOR  
860-928-9469

TOWN CLERK  
860-928-6595

TREASURER  
860-928-5935

FAX #  
860-963-7557

Mr. Christopher J. Sandford  
Head of School  
Woodstock Academy  
57 Academy Road  
Woodstock, CT 06281

Dear Mr. Sandford:

Thank you for responding to the WPCA's inquiry regarding the flow meter project. Your response indicating the Academy will not be moving forward with the project has been shared with the Board.

Should the Academy decide to pursue this project in the future, please know that the WPCA is available to answer any questions you may have.

Best regards,

Cynthia Goodwin Brown  
Executive Administrator  
Woodstock Water Pollution Control Authority

c: WPCA Board

## ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

### ATTACHMENT 3

#### 6. Board Reports

##### a. President's Report

##### iii. Revised Head of School Evaluation Form



## The Woodstock Academy Head of School Evaluation (----- Academic Year)

Trustee Name: \_\_\_\_\_

*Even-year Evaluation:* Complete entire form (Ranking and Commentary).

*Odd-year Evaluation:* Rank the Head of School in each strategic area (Commentary optional).

Please limit comments in the Future Focus Area column to specific items related to the corresponding evaluation criteria.

	Rank Expectation	Check	Commentary to Support Ranking	Suggested Future Area
Area One: Program	Exceeded			
	Met			
	Missed			
Area Two: Faculty/Staff	Exceeded			
	Met			
	Missed			
Area Three: School Climate/Safety	Exceeded			
	Met			
	Missed			



	Rank Expectation	Check	Commentary to Support Ranking	Suggested Future Area
Area Four: Governance	Exceeded			
	Met			
	Missed			
Area Five: Facilities	Exceeded			
	Met			
	Missed			
Area Six: Enrollment & Relationships	Exceeded			
	Met			
	Missed			
Area Seven: Fiscal Management	Exceeded			
	Met			
	Missed			
Area Eight: Community Partnerships	Exceeded			
	Met			
	Missed			
Area Nine: Resource Development	Exceeded			
	Met			
	Missed			
Additional Comments				

## ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 4

### 6. Board Reports

#### b. Committee Reports

**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
**ACADEMIC COMMITTEE**  
**September 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 5:30 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of June 8, 2020**

**MOTION:** (May/Singleton) To approve the minutes of June 8, 2020.

Unanimous

**4. Welcome New Members**

New student member Leah Castle and returning student member Joey Ignacio were given a warm welcome and asked to offer their opinions at any time.

**5. Academic Report**

Dean of Academics Dr. Harten provided a comprehensive Academic report which included a near-100% graduation rate for the class of 2020, over 87% college placement, and highlighted an impressive list of colleges students chose to attend. Of the 231 students who took AP exams, 82% scored a 3 or higher, and 77 students were named as AP scholars—including 2 national AP scholars—which was excellent. Priorities for 2020-2021 include increasing instructional time by one hour each day, adding Wednesday office hours, and offering on-campus support which will include extra help and enrichment. Continued professional learning will focus on social emotional learning, best practices for eLearning, and equity & inclusion.

**6. Opening Days PD Report**

Dean of Academics Dr. Harten reviewed the professional development schedules and topics for the beginning of the school year, saying small group discussions were organized to address a variety of topics under the umbrella of “difficult conversations.” Resources were distributed to our sending town partners. Committee Chair Paquette was particularly impressed with the social emotional resources that were shared with the Board and community.

Associate Head of School Holly Singleton described the first days of having students back on campus. New students (freshmen and transfers) were divided into two groups over two days, and each group attended a variety of sessions which included a general orientation, assorted speakers, meeting teachers and counselors, taking school pictures, books/technology/art/music materials pick-up, and an activity fair. Upperclassmen made appointments to come to campus to retrieve their personalized bag of materials over the following 3+ days.

Leah Castle commented how well those early days seemed to go—even for freshmen. Joey Ignacio appreciated the opportunity to build relationships with teachers and other students ahead of beginning academics to learn which approaches work best. Val May appreciated the extra time built into the schedule for teacher prep, saying each hour of classroom instruction seems to require about two hours of prep time. Jason Musko enjoyed learning about his students ahead of covering curriculum and thought the professional development days which combined technology



and diversity sessions were excellent. Dave Walley thought students meeting their counselors and each other ahead of beginning school was valuable for all students.

## **7. 20-21 School Goal**

Dr. Harten and Mrs. Singleton reviewed a handout about the school-wide goal of equity and inclusion. ***School Goal (2020-2021): By employing a growth mindset, the faculty and staff will work together to gather data and expand our knowledge in order to develop a plan to improve equity and inclusion and reduce bias.*** Professional Learning Communities (PLC) will meet twice each month to guide and anchor the goals with input from The Woodstock Academy Leadership Team (WALT) along with faculty and staff.

Ways to express social emotional support toward teachers, staff and students were discussed, in addition to addressing mental health struggles. Committee Chair Paquette asked the student members to try and get feedback from other students for continued Academic Committee discussion. Scott Young commented that the need to express care and concern is even greater given the current climate of “e-events and eLearning.”

## **Academic Committee Goal**

The group reviewed the Academic Committee goals from 2019-2020 and shared ideas in order to develop new goals for 2020-2021. The following action items were agreed upon.

1. Monitor social and emotional support for students and staff and collect data.
2. Encourage BOT members to attend virtual classes and events.
3. Monitor progress on improving equity and inclusion; trustee members are also encouraged to read *The Person You Mean to Be* by Dolly Chugh.
4. Monitor and support effective eLearning practices.

## **8. Other**

Associate Head of School Singleton thanked Mr. Walley for his hard work over the summer building student schedules. His extra effort was appreciated.

Committee Chair Paquette mentioned her desire to add another Trustee to the Academic Committee and for the Board of Trustees to craft a letter expressing their appreciation to Academy teachers.

## **9. Adjournment**

**MOTION:** (May/Singleton) To adjourn the meeting at 6:17 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**  
**EXECUTIVE COMMITTEE**  
September 2, 2020



These minutes are for  
informational purposes only.

**PRESENT:** Blackmer, Robert; Paquette, Philippa; Swenson, Christine; Duvall, Nancy (C); Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Susi, Michael; Woodland, Julie

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

**1. Call to Order**

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

**2. Community Participation – None.**

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

**MOTION:** (Duvall/Blackmer) To approve the minutes of August 12, 2020 as presented.

Unanimous

**4. Correspondence**

Head of School Sandford reviewed the correspondence which was included in the packet. Highlights included a letter to the Edward E. Ford Foundation to request more time to appropriately spend grant money, welcome-to-the-new-school-year letters to our sending town partners and to the town of Sterling, letters thanking Hans Frankhouser and Joan Trivella for their generous donations of \$1625 worth of bark mulch (Frankhouser) and an electric keyboard (Trivella), a congratulations letter to Wayne Norman of Willimantic Radio, and a thank you letter from Board Secretary Paquette thanking David Teed for his many contributions as a Trustee.

**5. September Retreat Itinerary**

**a. Discuss BOT Calendar 2020-2021**

**b. Theory of Action**

After receiving feedback from several Trustees, Head of School Sandford suggested the Board examine their meeting style and frequency. Discussion ensued about incorporating virtual meetings as a post-pandemic option to encourage geographic diversity on the Board. The group also considered reducing the number of times the full Board meets since most work occurs at the subcommittee level and updates are provided so regularly. President Swenson plans to seek every Board member's opinion about these possible changes at the Retreat. It was agreed to schedule the in-person Retreat on September 15, 2020 in B120/121.

**6. Other Items – None.**

**7. Executive Session**

**a. Legal**

**b. Head of School Review Discussion**

**MOTION:** (Paquette/Duvall) To enter into Executive Session to discuss Legal matters and the Head of School's Review, inviting Chris Sandford, Holly Singleton, Jon Sturdevant, Michael Susi and Julie Woodland to attend, at 7:24 p.m.

Unanimous

The meeting returned to regular session at 7:51 p.m.

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

**9. Adjournment**

**MOTION:** (Blackmer/Duvall) To adjourn the meeting at 7:52 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  
EXECUTIVE COMMITTEE  
August 12, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha (7:47); Beckwith, Martha; Bellerose, James; Blackmer, Robert; Carabeau, Garry; Child, Barbara; Duvall, Nancy (C); Higgins, Edwin; Kelly, Paul; McGinn, Walter(7:16); Paquette, Philippa; Rhynhart, Hans; Swenson, Christine; Trivella, Joan; Tuttle, Brent (P ); Harten, Michael; Hughes, Karin; Sandford, Chris; Saucier, Bobbie-Jo; Singleton, Holly; Sturdevant, Jon; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Frankhouser, Hans (W); Teed, David

**GUESTS:** Megan Bard Morse, Joan Fortin

**1. Call to Order**

The meeting was called to order by Chairman Swenson at 7:03 p.m.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of May 6, 2020, May 28, 2020, and June 3, 2020**

**MOTION:** (Bellerose/Tuttle) To approve the minutes of May 6, 2020, May 28, 2020, and June 3, 2020 as presented. Unanimous

**4. Correspondence**

Head of School Sandford reviewed the correspondence which was included in the packet. Highlights included a letter to the Woodstock WPCA which postponed possible installation of a flow meter, various congratulatory/award letters, several retirement letters, and a letter to the Woodstock Fair which thanked the organization for allowing The Academy to use the grounds to conduct our graduation.

**5. Reopening Plan**

Head of School Sandford and Associate Head of School Singleton reviewed the fundamental elements of the Academy's reopening plan. They had hoped for more Board input but had to release the plan during the prior week. Key points included:

- Primary teaching mode will be eLearning.
- On Wednesdays, students will have an opportunity to register for on-campus activities such as clubs, sports, special education offerings, interventions, teacher meetings, etc. with sending town transportation provided.
- Class schedule includes breaks and Advisory.
- Traditional grading will be applied.
- SAT for seniors will be provided on September 23.
- Teachers who are not seeing students on Wednesdays will hold office hours, as well as office hours for parents.
- The Code of Conduct was updated and includes COVID addendums.
- The first week of classes will focus on onboarding and relationship building; academic instruction will begin on September 8.
- An additional social worker was added in an effort to better connect with struggling students.



Academic Dean Dr. Harten added that upcoming professional development days will focus on distance learning, equitable inclusion, and social/emotional learning. Sharing professional development resources with our sending partners may resume after the pandemic.

Director of Health Services Bobbie-Jo Saucier described the below health protocols and planning.

- As of now, all Residential Life staff will be COVID tested and self-quarantine for 14 days.
- She is expecting two waves of student arrivals.
- All incoming boarding students must show proof of a negative COVID test and follow state rules regarding geographic hot spots. Upon arrival, they will be COVID tested again and have in-person, regular health checks.
- The Reach program will be used for online symptom checks.
- Single rooms will be provided, and family pods will be created. Approximately 15 students will be on each wing. Pods will travel together, and a South Campus “bubble” will be established.
- No visitors to the dorms will be allowed and no off-campus trips will be planned for an indefinite period.
- COVID testing has been arranged through Day Kimball Hospital with results expected between 24-48 hours.
- Basketball has its own plans to keep cohorts safe.

Head of School Sanford said international students have been urged to arrive as soon as they can arrange flights and they and their families seem excited to get back and learn.

## **6. Business Office Procedures and Check Signing**

Head of School Sanford informed the committee that this proposal was a collaboration between Board President Swenson, Board Treasurer Teed, and Assistant Board Treasurer Kelly. The first section of the handout mostly describes the existing payables process in the business office. The second section seeks to establish a threshold above which a check would require the Board Treasurer’s signature (rather than all checks, as is currently in place). With this proposal, the Board Treasurer would be provided a complete check register which lists all issued checks along with those requiring a signature. A transition to electronic banking is in process. President Swenson encouraged the Finance Committee to consider these changes.

## **7. Discuss Annual Meeting**

Head of School Sanford relayed the annual meeting schedule for Tuesday, August 18, 2020.

1. Foundation Annual Meeting at 6:00 p.m.
2. Corporators Annual Meeting at 6:30 p.m.
3. Board of Trustees Annual Meeting at 7:00 p.m.

The meetings are planned in person at the Loos Center on South Campus. Masks are required and seats will be marked at socially-distant intervals.

## **8. Nominating Committee Report**

Finance Committee Chair Kelly shared the results of his most recent Nominating Committee meeting. Trustees Samantha Asikainen and Scott Young both agreed to begin new terms set to expire in 2026. Trustee David Teed has decided to resign from the Board after serving for 23 years. The Nominating Committee plans to request the full Board approve the following officers for 2020-2021.

President: Mrs. Christine Swenson  
Vice-President: Mr. Edwin Higgins, Esq.  
Secretary: Mrs. Philippa Paquette



Asst. Secretary: Mrs. Barbara Child '61  
Treasurer: Ms. Joan Trivella  
Asst. Treasurer: Mr. Paul Kelly '69

#### **9. Trustee Recognition**

Head of School Sanford and Finance Committee Chair Kelly thanked David Teed for his many contributions, particularly for his steadfast dedication to his (time-consuming) role as Treasurer. Discussion ensued, and it was agreed to order a WA chair for David, to recognize Barbara Child's 50 years of dedicated service at the August 2021 Annual Meeting, and to place two engraved markers on prominent seats at the Loos Center in honor of David Teed and Barbara Child. President Swenson supported these proposals.

#### **10. BOT Opening on Library Board**

Head of School Sanford asked the Trustees to consider stepping up to serve on the Bracken Library Board as a Board of Trustees representative. It was suggested that Trustees ask Julie for more details.

#### **11. Other Items – None.**

#### **12. Adjournment**

**MOTION:** (Paquette/Tuttle) To adjourn the meeting at 7:52 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**  
**FINANCE COMMITTEE**  
**September 14, 2020**



These minutes are for  
informational purposes only.

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

**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Duvall, Nancy; Swenson, Christine; Tuttle, Brent

**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 August 10, 2020**

**MOTION:** (Bentley/Frankhouser) To approve the minutes of August 10, 2020.

Unanimous

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

Associate Head of School for Finance and Operations Mike Susi said that although Woodstock's Board of Finance voted to release the capital improvement portion of Woodstock's tuition payment, the Board of Finance may need to vote again at another meeting. Mr. Susi reviewed the revenue handout, saying the revenue dollars related to tuition students are still not set since some students are struggling to fly into the U.S. and some are having trouble getting visas. Students in a pilot "virtual high school" program have just started taking eLearning classes, and Brad Favreau has been successful generating rental income at Bentley and other Academy venues. Mr. Susi then reviewed the expenditure handout, saying savings have been realized in food and salary line items and a recent workers compensation audit showed a credit of nearly \$8500. We appear to be in good shape for PPP loan forgiveness, and Mr. Susi is cautiously optimistic about our current financial status because of the cuts already made. Mr. Susi told the Board no critical projects have been deferred, and funds have been set aside to cover payroll in February, when it is typically more challenging. Another stabilizing factor on the expense side includes teacher creativity with supply purchases and use. A reduction has been seen in fees paid to agents, transportation (shuttles), contractual services, food, and healthcare. If other revenue shortfalls occur, the committee would like to discuss plans to mitigate them at the next meeting.

**5. Audit Update**

Associate Head of School for Finance and Operations Mike Susi said Janet Rohan has been working with the auditors to gather all necessary information, and they are currently at the testing phase of the audit. As is typical, he expects the auditors to present their report to the Finance Committee in October or November.

**6. Business Office Procedures and Check Signing**

The conversation about the current system in the business office and some proposed procedural changes continued from the last meeting. Board discussion ensued about the number of checks written at various dollar amounts with the objective to reduce the number of checks to sign without any decrease in Board financial oversight.

**MOTION:** (Beckwith/Bentley) To set \$2500 as the threshold over which checks would need to be signed by the Treasurer or Assistant Treasurer on the check signing policy.

Unanimous

## 7. Other

Associate Head of School for Finance and Operations Susi thanked the Board for allowing him to fill the Comptroller position with Janet Rohan, saying Janet is dedicated to the school in addition to being hard working and highly accurate.

A virtual event, perhaps a concert in the Loos Center, is in the early stages of discussion.

## 8. Adjournment

**MOTION:** (Beckwith/Frankhouser) To adjourn the meeting at 7:44 p.m.  
Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

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



**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
**FINANCE COMMITTEE**  
**August 10, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Beckwith, Martha; Bentley, Cary; Frankhouser, Hans; Kelly, Paul; Teed, David; Trivella, Joan; Sandford, Chris; Susi, Michael; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Atchinson, Keith; Duvall, Nancy; Swenson, Christine; Tuttle, Brent

**1. Call to Order**

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

Chairman Kelly thanked David Teed for his many years of service, saying his job as Treasurer would be a tough one to fill. David Teed appreciated the sentiment and looked forward to the Nominating Committee's recommendation for his replacement.

**2. Community Participation – None.**

**3. Secretary's Report—Minutes of June 8, 2020**

**MOTION:** (Beckwith/Frankhouser) To approve the minutes of June 8, 2020. All voted Yes except for David Teed, who abstained.  
Motion passes.

**4. 2019-2020 Budget Recap**

Associate Head of School for Finance and Operations Mike Susi provided an overview of the 2019-2020 budget, saying the auditors are working on the final numbers now. With the transition to eLearning and budget adjustments at the end of the school year, cost savings were made. Mike has been reviewing the budget line by line and each department stayed under budget. Some minor errors have been corrected. The PPP grant money was not included in the budget, nor were any pending real estate sales. Questions were asked and answered about the USDA loan deferral and Associate Head of School for Finance and Operations Susi was seeking greater clarification.

**5. 2020-2021 Budget Update**

Head of School Sandford described the uncertain enrollment forecast based on the challenges boarding students are experiencing getting flights into the U.S. and securing their travel documents. Despite reducing the anticipated tuition revenue number for 2020-2021, at the moment, the projected shortfall might be over \$1M. We will know more in the next several weeks. Discussion included refunds/credits to student accounts, potential savings in transportation/agent fees/food service, and dormitory occupancy levels here vs. in other boarding programs. Head of School Sandford will continue to update the Board as more information becomes available.

**6. Real Estate Update**

Head of School Sandford reported that all paperwork has been signed for the 599 Route 169 house, and the punch list is being completed. Payment is expected within the week. Discussion ensued about the status of various other Academy-owned properties and whether or not to rent or sell them in the future. Further discussion would be continued at a future meeting.

**7. Audit Update**

Head of School Sandford stated the auditors were expected to present their report at the October or November Board of Trustees meeting.



## 8. Business Procedures and Check Signing

Head of School Sandford reviewed the Business Office Procedural Changes handout, highlighting the need to describe program benefits and impact before authorization for purchase will be granted. The verification of payables is somewhat similar to existing practices. The check signing proposal aims to reduce the number of checks the Treasurer for the Board of Trustees must sign, based on check amount. While the required signatures may be fewer, the Treasurer would still review a complete and detailed check register. Discussion ensued about which amount might be best to use as the check signing threshold. David Teed and Joan Trivella (former treasurer & possible future treasurer) agreed Joan should have a few months to experience the current check signing system. Joan Trivella asked that the administration explore using a key card vs. a credit card. Further discussion would be continued at a future meeting.

## 9. Other

Associate Head of School for Finance and Operations Mike Susi suggested a certain amount might be put aside to cover year-end expenses as we close out each year, in order to avoid short term cash flow challenges. He said by using better data from the new software, he has been working on creating more robust contracts to cover items such as HVAC service calls, for example. There was some discussion about creating better schedules with sending towns to achieve more consistent and reliable tuition payments.

## 10. Adjournment

**MOTION:** (Trivella/Teed) To adjourn the meeting at 7:50 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  
NOMINATING COMMITTEE  
August 3, 2020**



These minutes are for  
informational purposes only.

**PRESENT:** Asikainen, Samantha; Higgins, Ed; Johnston, Kevin; Kelly, Paul; Larrow, Jeff; Teed, David; Woodland, Julie

**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 January 21, 2020**

**MOTION:** (Higgins/Johnston) To approve the minutes of January 21, 2020 as presented.

Unanimous

**4. Discussion/Action—Review and Approve Committee Charter**

The committee reviewed the charter and made no further corrections.

**MOTION:** (Johnston/Asikainen) To approve the committee charter as presented.

Unanimous

**5. Discussion/Action—Trustee Nominations**

Nominating Committee Chair Kelly said three Board members' terms were expiring this year. Samantha Asikainen and Scott Young both expressed interest in continuing to serve on the Board of Trustees. David Teed wished to retire from the Board after 28+ years of service. Mr. Teed was thanked for his significant contributions and hard work serving as Board Treasurer for many years.

**MOTION:** (Higgins/Johnston) To recommend Samantha Asikainen and Scott Young be reappointed as Trustees of the Corporation to new terms ending in 2026.

Unanimous

**6. Discussion/Action—Slate of Officers to be nominated in 2020-2021**

Nominating Committee Chair Kelly presented the qualifications of Joan Trivella for consideration to serve as Treasurer of the Board of Trustees. The group was impressed with Joan's professional qualifications, saying she was a dedicated Trustee who would be an excellent choice and a "great fit."

**MOTION:** (Asikainen/Larrow) To present the following slate of officers to the Board of Trustees to serve during 2020-2021.

President: Mrs. Christine Swenson  
Vice-President: Mr. Edwin Higgins, Esq.  
Secretary: Mrs. Philippa Paquette  
Asst. Secretary: Mrs. Barbara Child '61  
Treasurer: Ms. Joan Trivella  
Asst. Treasurer: Mr. Paul Kelly '69

All voted Yes except for Ed Higgins, who abstained. Motion passes.

## 7. Other

Nominating Committee Chair Kelly thanked David Teed once again for his many contributions to The Woodstock Academy over the past 28 years.

Chairman Kelly informed the group that Trustee Barbara Child will have served an amazing 50 years on the Board in August 2021 and he hoped the Board would recognize this anniversary in a significant manner. He planned to continue this discussion at the next Executive Committee meeting.

Lastly, he reminded the group to be on the lookout for qualified candidates to bring before the Board to fill any vacancies.

## 8. Adjournment

**MOTION:** (Johnston/Teed) To adjourn the meeting at 7:18 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland  
Board Clerk

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



**MINUTES OF THE MEETING  
THE WOODSTOCK ACADEMY  
BOARD OF TRUSTEES  
STUDENT LIFE COMMITTEE  
September 9, 2020**



These minutes are for  
informational purposes only.

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

**ABSENT WITH NOTIFICATION:** Smith, Adeline; Preston, Megan (alt.)

**1. Call to Order**

The meeting was called to order by Co-chairman Asikainen at 7:00 p.m.

**2. Community Participation – None.**

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

**MOTION:** (McGinn/Samborowski) To approve the minutes of March 11, 2020.

Unanimous

**4. Welcome New Committee Members**

Co-chairman Asikainen welcomed new committee member Stella Du, since the other new student members had other obligations which would make them late or absent. Stella, a senior, shared her experience as a boarding student who was able to spend the summer locally and return to campus this fall. The committee looks forward to incorporating the first-hand perspective of students into future committee discussions.

**5. COVID-19 Testing Update**

Director of Health Services Bobbie-Jo Saucier stated all staff and student coronavirus testing has yielded negative results so far. She shared the challenges associated with processing the tests through Day Kimball Hospital which included changes in the price per test and a refusal to bill patient insurance. Hans Rhynhart summarized how testing is conducted on the UCONN campus. Additional discussion included how HIPAA regulations rule out collaborating with other schools because results are typically grouped together.

**6. Residential Life Update**

Assistant Head of School for South Campus John Rigney provided a chronological summary of events leading up to the return of students on South Campus. He described the wide array of summer messaging sent to parents and students, and how smooth this year's move-in process went for students and families. He explained the quarantine process for students in order to establish a safe, connected community. Stella Du provided insight into her personal experience during quarantine, saying it was difficult but getting better since students were following the rules. She was asked to send ideas about her residential life experience to the other committee members for future discussion topics. Other concerns included keeping students safe while doing sports and activities off campus.

Associate Head of School Holly Singleton provided a school-wide opening update, saying good quality planning resulted in a very successful opening. When new students came to campus on the first two days, they provided good feedback on their experience and had fun. Over the next three days, nearly every upperclassman came to campus for materials pick up. The first days of school were slated to focus exclusively on relationship building within the classroom and no homework was to be assigned over the long weekend. Despite some issues with Teams, the



attendance rates have been good, and students are engaged. Disconnected students and students with diminished engagement are a focus. Joan Trivella noted positive feedback on social media.

Mrs. Singleton described plans for on-campus opportunities for student activities each Wednesday, saying it is particularly important for special education students and students in need of other assistance to participate. All students will be emailed a wide variety of session offerings each week. Signups will be handled through a JotForm with a maximum number of spaces available.

#### **7. Committee Goals in 2020-2021**

This topic was tabled until the next meeting to allow discussion of the school goals along with the committee goals.

#### **8. Other**

Head of School Sandford thanked Len Samborowski for welcoming the faculty and staff at the first professional development day in August.

Regarding mental health services, the transition from Harrington Health to Silver Linings was discussed. Harrington Health abruptly closed its Putnam office mid-summer, leaving some of our students in limbo. An agreement was reached with Silver Linings and space was found at The Academy for student appointments. Bobbie-Jo Saucier believes this change will be a positive one for our students.

#### **9. Adjournment**

**MOTION:** (Trivella/Samborowski) To adjourn the meeting at 7:54 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

Julie Woodland

Board Clerk

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

## ACADEMY BOARD OF TRUSTEES



### BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

### ATTACHMENT 5

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

**SUMMARY REVENUE REPORT**  
**The Woodstock Academy**  
Fiscal Year Through: 9/30/2020



Report Department: All Departments

	<u>Y-T-D</u> <u>Actual</u>	<u>FY Budgeted</u> <u>Amount</u>	<u>Percent</u> <u>of Budget</u>
<b>Revenues</b>			
Tuition and Assessments	6,127,169.10	18,279,664.00	(33.52)
Other Miscellaneous Fees	179,674.86	236,500.00	(75.97)
Sales	(1,090.12)	5,000.00	21.80
Facilities Income	22,710.00	66,200.00	(34.31)
Investment Income	2,472.34	25,000.00	(9.89)
Other Income	1,048.94	50,000.00	(2.10)
<b>Total Revenues</b>	<b>6,331,985.12</b>	<b>18,662,364.00</b>	<b>(33.93)</b>

**SUMMARY EXPENSE REPORT**  
**The Woodstock Academy**  
Fiscal Year Through: 9/30/2020

Report Department: All Departments

	<u>Y-T-D</u> <u>Actual</u>	<u>FY Budgeted</u> <u>Amount</u>	<u>Account</u> <u>Balance</u>	<u>Percent</u> <u>Expended</u>
<b>Expenses</b>				
<b>Payroll</b>				
Salaries	2,615,632.40	10,923,855.00	8,308,222.60	23.94
Benefits	705,557.00	2,749,453.00	2,043,896.00	25.66
<b>Total Payroll</b>	<b>3,321,189.40</b>	<b>13,673,308.00</b>	<b>10,352,118.60</b>	<b>24.29</b>
<b>Other Expenses</b>				
Professional Services	85,064.12	697,150.00	612,085.88	12.20
Transportation	150.00	225,000.00	224,850.00	0.07
Insurances/Legal	154,139.86	529,492.00	375,352.14	29.11
School-Wide Admissions/Recruitment	8,634.27	158,000.00	149,365.73	5.46
Professional Development	23,560.08	71,300.00	47,739.92	33.04
Instructional	163,288.18	863,445.00	700,156.82	18.91
Equipment	32,424.79	237,310.00	204,885.21	13.66
Debt Service	185,259.74	945,706.00	760,446.26	19.59
Facility Maintenance	253,578.71	758,200.00	504,621.29	33.44
Utilities	125,465.85	888,880.00	763,414.15	14.12
Food Service	40,354.22	561,000.00	520,645.78	7.19
Agent Fees	84,471.75	300,000.00	215,528.25	28.16
Depreciation Expenses	114,708.73	0.00	(114,708.73)	0.00
<b>Total Other Expenses</b>	<b>1,271,100.30</b>	<b>6,235,483.00</b>	<b>4,964,382.70</b>	<b>20.38</b>
<b>Total Expenses</b>	<b>4,592,289.70</b>	<b>19,908,791.00</b>	<b>15,316,501.30</b>	<b>23.07</b>

## ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 6

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





## October Updates from the Associate Head of School

### School Updates

- Stage 2 of the AIM (Adjustable Instruction Model) is scheduled to start 2nd Quarter.
- Students will attend one day of in-school instruction (Monday or Tuesday) followed by three days of virtual instruction. Priority students will be given the option to attend both Monday and Tuesday.

Monday	Tuesday	Wednesday	Thursday	Friday
In-person: BLUE	In-person: GOLD	eLearning: ALL	eLearning: ALL	eLearning: ALL
Block 1 7:30-8:54	Block 1 7:30-8:54	Block 1 9:00-10:00	Block 1 9:00-10:00	Block 1 9:00-10:00
Transition/Mask Break 8:55-9:13	Transition/Mask Break 8:55-9:13	Transition 10:01-10:14	Transition 10:01-10:14	Transition 10:01-10:14
Block 2 9:14-10:26	Block 2 9:14-10:26	Block 2 10:15-11:15	Block 2 10:15-11:15	Block 2 10:15-11:15
Transition/Mask Break 10:27-10:45	Transition/Mask Break 10:27-10:45	Transition & Lunch 11:16- 11:59	Transition & Lunch 11:16- 11:59	Transition & Lunch 11:16- 11:59
Block 3 & Lunch 10:46-12:28	Block 3 & Lunch 10:46-12:28	Block 3 12:00-1:00	Block 3 12:00-1:00	Block 3 12:00-1:00
Transition/Mask Break 12:29-12:47	Transition/Mask Break 12:29-12:47	Transition 1:01-1:14	Transition 1:01-1:14	Transition 1:01-1:14
Block 4 12:48-2:00	Block 4 12:48-2:00	Block 4 1:15-2:15	Block 4 1:15-2:15	Block 4 1:15-2:15

#### Monday & Tuesday

Instructional start time: 7:30 AM  
 72-minute classes  
 30-minute lunch  
 72-minute prep  
 Instructional end time: 2:00 PM

#### Wednesday—Friday

Instructional start time: 9:00 AM  
 60-minute classes  
 30-minute lunch  
 150-minute prep  
 Instructional end time: 2:15 PM

#### Notes

BLUE Day – A-K  
 GOLD Day – L-Z  
 South campus on Blue Day  
 Rotation of weeks: AABAB; BBABA

### School Achievements

- The Woodstock Academy has once again been approved as a Special Olympics Unified Champion School.
- The Academy has been approved to offer two additional honor societies to recognize the continued accomplishments of our students: The Robert Holland National English Honor Society and The Linda Stedman Chapter of the RHO KAPPA National Social Studies Honor Society. These honor societies will hold an inaugural inductions (virtual) next month.

### Student Achievements

- WA's Model UN team won a Best Small Delegation award at the Washington University's Model UN eConference. Delegate members included: Katie Ben (B), Ethan Bove (W), Aedan Noel (W), Clayton Singleton (E), Vincent Tocci (W), Eli Werstler (W), AJ Williams (W). Additionally, the following students received individual awards: Ethan Bove, (Outstanding Delegate), AJ Williams, (Honorable Mention), and Aedan Noel (Verbal Commendation).
- Three students received National Rural & Small-Town Recognition of Excellence from CollegeBoard: Zhiyan Du (T), Ethan Bove (W), Alexia Adams (U).

## ACADEMY BOARD OF TRUSTEES



### BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 7

- 7. Woodstock Academy Administration Reports
  - c. Associate Head of School for Advancement Report
    - i. Approve Foundation Priority List

Suggested Motion:

*I move to approve the Fundraising Priorities for the Foundation as presented.*



## Current Fundraising Priorities for The Woodstock Academy 9.21.20

### North Campus

- SPIROL STEAM Center (\$400,000) \$215,000 committed; \$200,000 given
- Additional Classroom Labs (CLABs) in the upstairs of the Bowen Building (2 CLABs @ \$50,000 each) \$50,000 given, 1 CLAB completed
- Inspire 150 Campaign for The Academy Building
  - \$1,250,000 between 2020 - 2029 in fundraising budgeted for renovation funding plan
  - Room Refurbishing Mini-Campaigns (\$12-20,000 per room) \$107,000 (5 rooms) committed; \$90,000 given to date (This will be re-evaluated as part of a larger naming opportunity plan as details from the architect develop)
- Randall Collaborative Learning Space behind Bracken Library (\$25,000) \$25,000 committed; \$25,000 given
- Bicentennial Building Accessibility (\$60,000)
- Reconfiguration / Refurbishment of Nurse's Office to create Charlotte Robbins Health Center (\$75,000)

### Bentley Athletic Complex

- Full resurfacing of track (\$120,000)
- Tennis Courts (\$100,000 estimate) \$25,000 committed; \$25,000 given
- Storage Shed (\$20,000)
- Softball Field & JV Baseball Field Drainage (\$100,000 estimate)
- Turf Field Replacement (\$1,500,000)

### South Campus

- The Gallery (\$150,000) \$60,000 committed; \$60,000 given
- Loos Center for the Arts Endowment Undisclosed amount committed; gift will be fulfilled by 2024



- Loos Center for the Arts Theater Needs (\$1,915,000) **Undisclosed amount committed and given**
  - Maintenance
  - Upgrade Sound System
  - Upgrade Projection/Video Equipment
  - Replace Rigging
  - Upgrade Lighting
- Loos Center for the Arts Parking Lot Expansion (\$300,000 estimate)
- Loos Center for the Arts Box Office / Concessions Expansion (\$500,000 estimate)
- Creation of the Barbara Child '61 Board Room (\$25,000 estimate to upgrade furniture, technology, functionality of the current fireplace room)
- Enhancing Gymnasium, Cardio Room, and Strength & Conditioning Facility (\$100,000) **\$105,000 committed; \$105,000 given**
- Cross Country course (TBD) **completed with gift of materials to resurface trails**
- Elevators in Loos Center for the Arts and Student Center (\$250,000)
- Dorm Lounge Refurbishing (2 @ \$25,000 each)
- Tennis Courts (\$100,000 estimate)
- Turf Field Replacement (\$1,500,000)
- Upgrade bathroom facilities throughout South Campus (\$300,000 estimate)
- Add air conditioning to the dormitories (unknown \$ amount)

### Programming

- Edward E. Ford Grant Match / BIGS (Endowment) **\$300,000+ committed, \$200,000+ given**
- TBD endowments to support programming and facilities as planned giving and major gifts opportunities are identified
- Artist/expert in residence program (\$30,000/year or \$750,000 to endow)

### Other

- Investment in the Jahn Hockey Rink (at Pomfret School) to upgrade equipment that allows for year-round activity, priority for WA access, and construction of locker rooms for sole use by our hockey teams (\$2,000,000 estimate)

## ACADEMY BOARD OF TRUSTEES



## BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 8

- 7. Woodstock Academy Administration Reports
  - d. Head of School Report
    - i. Next Phase AIM

<b>Students</b>	Option One (Remain)	148	31%
<b>478 Total</b>	Option Two ("Hybrid")	152	32%
	Option Three (Full)	178	37%
<b>Parents</b>	Option One (Remain)	148	34%
<b>442 Total</b>	Option Two ("Hybrid")	89	20%
	Option Three (Full)	205	46%
<b>Staff</b>	Option One (Remain)	73	66%
	Option Two ("Hybrid")	18	17%
	Option Three (Full)	19	17%



## ACADEMY BOARD OF TRUSTEES



### BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 9

- 7. Woodstock Academy Administration Reports
  - d. Head of School Report
    - ii. Approve Revised BOT Calendar

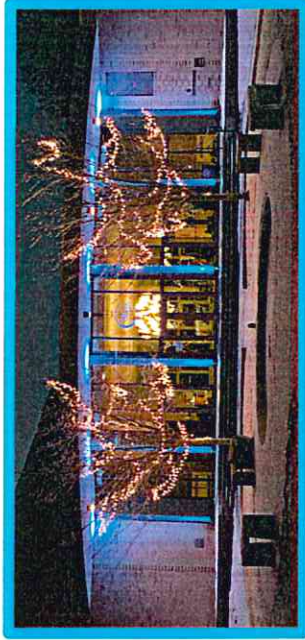
### Suggested Motion:

*I move to approve the 2020-2021 Board of Trustees Calendar as presented.*

# The Woodstock Academy Calendar

## Board of Trustees

### 2020-2021



#### Meeting Dates (Updated)

8/5/20	Executive Finance
8/10/20	Finance
8/18/20	Board of Trustees Annual Meeting
8/18/20	Annual Meetings--Corporation and Foundation
9/2/20	Executive
9/9/20	Policy & Student Life
9/14/20	Academic, B&G, Finance
9/15/20	Board Retreat (not after this year)
10/7/20	Executive & Negotiating
10/13/20	Academic & Finance
10/20/20	Board of Trustees
11/4/20	Executive
11/9/20	Academic, B&G, Finance
11/11/20	Policy & Student Life
11/17/20	Board of Trustees
12/2/20	Executive
12/14/20	Academic & Finance
12/15/20	Board of Trustees
1/6/21	Executive
1/11/21	Academic, B&G, Finance
1/13/21	Policy & Student Life
1/19/21	Board of Trustees
2/3/21	Executive & Negotiating
2/8/21	Academic & Finance
2/16/21	Board Retreat
3/3/21	Executive
3/8/21	Academic, B&G, Finance
3/10/21	Policy & Student Life
3/16/21	Board of Trustees
4/7/21	Executive
4/12/21	Academic & Finance
4/13/21	Board of Trustees
5/5/21	Executive
5/10/21	Academic, B&G, Finance
5/12/21	Policy & Student Life
5/18/21	Board of Trustees
6/2/21	Executive & Negotiating
6/14/21	Academic & Finance
6/15/21	Board of Trustees

August 20						
Su	M	Tu	W	Th	F	Sa
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September 20						
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27	28	29	30			

October 20						
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25	26	27	28	29	30	31

November 20						
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29	30					

December 20						
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27	28	29	30	31		

January 21						
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31						

February 21						
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28						

March 21						
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28	29	30	31			

April 21						
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May 21						
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23	24	25	26	27	28	29
30	31					

June 21						
Su	M	Tu	W	Th	F	Sa
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

July 21						
Su	M	Tu	W	Th	F	Sa
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## ACADEMY BOARD OF TRUSTEES



### BOARD MEETING

Meeting date: Tuesday, October 20, 2020  
Time: 7:00 PM  
Location: Zoom and the Fireside Room (South Campus)

## ATTACHMENT 10

- 7. Woodstock Academy Administration Reports
  - d. Head of School Report
    - iii. Endorse Theory of Action 2020-2021

Suggested Motion:

*I move to endorse the 2020-2021 Theory of Action as presented.*





# The Woodstock Academy's Leadership Theory of Action for Continuous Improvement to Enhance Student Learning for All

*2020-2021 School Year*

## THE WOODSTOCK ACADEMY LEADERSHIP THEORY OF ACTION

This Leadership Theory of Action was developed with the cooperation of stakeholders and is based upon the belief that if focus is continually maintained on each component of the instructional core (*students, teachers, and content*), student achievement will improve for ALL students. This Theory of Action is a set of interrelated coherent strategies that describe actions that bring about system-wide improvement in the area of student achievement and serves as the planning document for continuous improvement. (Elmore R.)

### The Woodstock Academy Mission

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

## Strategic Area/Action Step

### PROGRAM

Using a variety of assessment data such as PSATs, continue to develop plans to close the achievement gap.  
Assess and develop an online learning program that will add to our overall program beyond the current pandemic realities.

### FACULTY/STAFF

Work with the staff to encourage and expect rapport with and between students, even while remote.  
Offer additional resources to provide faculty and staff support to better incorporate technology into classroom instruction.  
Continue to update all job descriptions.  
Continue the process to diversify the staff through the hiring process.

### SCHOOL CLIMATE/SAFETY

Develop and execute additional mental health supports to enhance the current offerings.  
Continue to find deliberate and appropriate ways for students to have a larger voice in decision making.

### GOVERNANCE

Continue to monitor legislative proposals and strengthen relationships on a state/regional basis.  
Work with the Board to achieve 100% participation continually in the Annual Fund.  
Work with the Board to analyze the amount and type of board meetings to facilitate an increase of diversity and to increase participation.

### FACILITIES

Continue the process of working with community partners to improve safety measures for students walking off campus, such as sidewalks.  
Continue to prepare for the major work in the Academy Building.  
Work to improve the lighting around campus, specifically in the back parking lot.

### ENROLLMENT AND RELATIONSHIPS

Develop a multi-year plan to contend with the projected decrease in sending town enrollment.  
Build unique programs which will have a positive impact on overall enrollment.

### FISCAL MANAGEMENT

Continue to aggressively plan for a decrease in cash flow related to significant changes in private tuition revenue.  
Develop plan to restart the Loos Center, when feasible.

### COMMUNITY PARTNERSHIPS

Continue to expand the broadcasting of games and other school activities, within budget realities.  
Work to expand positive relationships at the local and state-wide level.

### RESOURCE DEVELOPMENT

Continue to focus on major domestic gift development through strengthening relationships.  
Develop a capital campaign for the proposed Academy Building project.  
Develop a plan to grow the endowment through planned giving while still using donations to improve educational programming.  
Explore and pursue, when possible, grant funding.