

**MINUTES OF THE MEETING**  
**THE WOODSTOCK ACADEMY**  
**BOARD OF TRUSTEES**  
December 18, 2018



These minutes are for informational purposes only.

**PRESENT:** Asikainen, Samantha; Beckwith, Martha; Bellerose, James; Bentley, Cary; Blackmer, Robert; Carabeau, Garry; Davis, Cliff; Duvall, Nancy (C); Frankhouser, Hans (W); Higgins, Edwin (7:28); Johnston, Kevin (7:33); Kelly, Paul; Larrow, Jeff; Livernois, Jay (Ex-Officio) (7:13); Marmat, Gerald (E); McGinn, Walter; Morse, David; Musumeci, Joseph; Paquette, Philippa; Swenson, Christine; Teed, David; Trivella, Joan (B); Tuttle, Brent (P)  
**ADMINISTRATION:** Favreau, Amy; Guillot, William; Sandford, Chris; Singleton, Holly; Sturdevant, Jon; Woodland, Julie

**ABSENT WITH NOTIFICATION:** Child, Barbara; Young, Scott

**ABSENT:** Field, David

**GUESTS:** Eric Chalupka; Joel Trethaway

**1. Call to order**

The meeting was called to order by President Swenson at 7:05 p.m.

**2. Secretary's Report**

**MOTION:** (Kelly/Musumeci) To approve the minutes of October 23, 2018 as presented.  
Unanimous

**3. Board Reports**

**a. President's Report—Correspondence**

Head of School Sandford explained the various pieces of correspondence.

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

No questions were asked about the meeting minutes included in the packet.

**4. Brief Recess for Annual Trustee Group Photo**

A recess was held between 7:14 p.m. and 7:17 p.m. in order to take the annual trustee group photo.

**5. Executive Session**

**a. Personnel Update**

**b. Contracts**

**MOTION:** (Musumeci/Davis) To enter into executive session at 7:18 p.m. for the purpose of discussing personnel matters and contract negotiations, inviting C. Sandford, H. Singleton, A. Favreau, J. Sturdevant and B. Guillot to participate.  
Unanimous

The meeting returned to regular session at 8:06 p.m.

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

**MOTION:** (Morse/Tuttle) To reduce Caitlyn Alger's course load by one class for the second semester, unless other staffing scenarios present themselves before the start of the second semester, as reviewed in executive session.  
Unanimous

**MOTION:** (Davis/Bentley) To approve the Agreement between The Woodstock Academy Board of Trustees and the Local 1303-300 Chapter of AFSCME for the years of October 1, 2018 to September 30, 2021.  
Unanimous

**MOTION:** (Bentley/Morse) To approve the Agreement between The Woodstock Academy Board of Trustees and The Woodstock Academy Education Association for the years of July 1, 2019 to June 30, 2022.

Unanimous

## **7. Woodstock Academy Administration Reports—Updated Enrollment Management (white paper)**

Head of School Sanford reviewed the Updated Enrollment Management Plan (white paper) with the Board. The document was created by administration in response to suggestions provided by independent consultant, William Kummel of Rational Partners. Administration was seeking direction about Board goals and future actions.

A. Favreau provided an update about world-wide recruiting efforts and the status of agent contracts. Head of School Sanford and A. Favreau described a “2+1” program partnership being considered with a school in China. In this “2+1” program, Chinese day students attend a school in China, taking WA-curriculum classes, in English, for two years plus two summers. The student attends WA for twelfth grade. Advantages include no financial risk; no agency fees or in-house recruiting dollars need to be paid; this model has already been successful with other independent schools; students pay WA for summers and grade 12; these are students who would not typically attend WA (only boarding for one year); WA teachers who participate in China are paid by the partner school; we are able to get to know these students ahead of their senior year; no ELL will be needed/we manage student proficiency in English; enrollment numbers will be controlled and limited; and we already have a relationship/trust with the people involved. A disadvantage mentioned was limited ability to form relationships with the parents whose children only live at WA for one year. Discussion ensued. Board consensus was to move forward with this partnership—sending Dr. Harten to work on curriculum in April 2019 with the support of the Academic Committee, and provide updates to the Board.

Bill Kummel’s suggestion to expand recruiting efforts beyond Asia as a way to diversify the student population and reduce financial risk was discussed. Board consensus was to increase the recruiting/travel budget in order to develop other markets.

Significant discussion occurred around the possibility of offering a day program to serve gifted, local seventh and eighth grade day students not currently attending public school from a sending town. So many questions and considerations were raised that Board consensus was to revisit the topic at the Board Retreat in fall 2019. A 3-year plan should be developed (similar to the international program many years ago), and should include profitability and value to potential students.

The idea of developing a summer program for international students was discussed. Considerations included the installation and cost of operation of air conditioning in dorms as well as the need for summer staff. Different ways to utilize South campus were discussed, as well as the need to perform upkeep and maintenance when school is not in session.

The concept of developing a 5-day boarding program was considered. Considerations included the cost of investing money to get traction in larger markets.

Discussion ensued about developing an additional prep sport for female athletes. Finding the right coach and ensuring enough practice time were mentioned as challenges.

Board consensus was to move forward on the “2+1” program and increasing worldwide recruiting efforts immediately. Other proposals could be considered at the Board Retreat in fall 2019.

**8. Other Items – None.**

## **9. Adjournment**

**MOTION:** (Morse/Johnston) To adjourn the meeting at 9:09 p.m.

Unanimous

Respectfully submitted,

*Julie Woodland*

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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.*