



15 April 2026

Dear Allen,

I am writing to formally tender my resignation, for the purposes of retirement, effective June 30, 2027. I do so feeling an overwhelming sense of gratitude to you personally, the Board of Trustees, and to the Wooster School Community as a whole. I look back on the moment that former trustee and now Wooster grandparent Carroll Brewster asked, “Have you ever thought about being the Head of an independent school?” as one of the most important of my life, and would not change one bit of the journey since.

I consider myself lucky to have been a part of a community which has given my life purpose beyond any that I could have imagined, and a depth of meaning that has come, in many ways, to define who I have become as a father, husband, friend, Head of School and a human here on Earth. From both a personal and professional perspective, for what else could I have hoped? I am indebted to the Board of Trustees for providing me through the years with the encouragement, support, and autonomy to work with wonderful people on improving a school that does its best to teach young people the important lessons of relationships, learning, wellbeing, curiosity, resilience, and love for oneself and the world. I am proud that we focus on the full development of the human, not just the student. I have also been blessed to have worked with a community of learners – faculty and staff — who have a belief in what we do, a talent and ethic for the work, a spirit of fun and goodwill, and a love of being with young people, which are unmatched.

Madyn and I will always be grateful for the opportunity to have raised our four children in partnership with Wooster School. Wooster helped to develop them into hard-working, curious, independent thinkers who value relationships above all, and who are confident in walking their own unique pathways in life. It is because of the strength of our school

community, including all of our parents and students, that I feel comfortable passing the baton to a new leader. The life of the school will go on from strength to strength because we've continued to do the work to make that possible.

One part of me could keep doing this work forever. I am happy here, even when greatly challenged, and find many reasons to smile each day. I do love these kids. Another part of me, the one that made me uniquely suited for this school when it needed me most, is telling me that there is yet another chapter out there, other challenges to engage. What those will be, exactly, I do not know. But I do know that it is time to seek that new pathway. The school is also ready for a new voice and new leadership. In a sense, I am doing exactly what we ask our students to do – work hard while on your journey but keep reflecting and looking up from the path. Be happy where you are, but if you see that next thing, start walking. Be true to yourself. Follow your curiosity and follow your heart.

On behalf of my family, I thank the Wooster Community for all of the blessings that it has bestowed upon us. We will remain forever Generals.

Be well,

A handwritten signature in dark ink, appearing to read "Matt Byrnes", with a long horizontal flourish extending to the right.

Matt Byrnes

Head of School