

## Mission-Goals-Objectives

### Code of Ethics

The Woodstock Academy Board of Trustees is the guardian of the Academy's mission. As such, Trustees accept a unique trust to act ethically and responsibly, to protect the Academy as an independent school, and advance the strategic goals of the institution.

#### Board Responsibilities:

- The Board adopts a clear statement of the school's mission, vision, and strategic goals, and establishes policies and plans consistent with this statement.
- The Board reviews and maintains appropriate policies that conform to the bylaws, legal requirements, including duties of loyalty, obedience, and care.
- The Board keeps accurate records of its meetings, committees, and policies and communicates decisions widely.
- The Board composition reflects the strategic expertise, resources, and perspectives (past, present, future) needed to achieve the mission and strategic objectives of the school.
- The Board works to ensure all its members are actively involved in the work of the Board and its committees.
- The Board selects, supports, nurtures, evaluates, terminates, and sets appropriate compensation for the Head of School.
- As leader of the school community, the Board engages proactively with the Head of School in cultivating and maintaining good relations with school constituents as well as the broader community.

#### Trustee Responsibilities:

- Mission & Strategic Focus
  - Actively supports and promotes the school's mission, goals, and policy positions;
  - Is knowledgeable about the school's mission and goals and represents them appropriately; and
  - Focuses on long-range and strategic issues.
- Leadership & Governance
  - Stays fully informed by attending meetings regularly, being well prepared, and participating fully in all matters;
  - Does not become involved directly in specific management, personnel, or curricular issues;
  - Accepts Board decisions, once a decision has been made, the Board speaks as one voice; and
  - Is committed to a program of professional development that includes annual new trustee orientation, ongoing trustee education and evaluation, and Board leadership succession planning.
- Ethics & Conflict of Interest
  - Acts ethically in the best interest of the institution;
  - Keeps all Board deliberations which occur in Executive Session confidential;
  - Takes care to separate the interests of the school from the specific needs of a particular child or constituency; and
  - Guards against conflict of interest, whether personal or business related.
- Financial Planning & Development
  - Has fiduciary responsibility to the school for sound financial management;
  - Has accountability for the financial stability and the financial future of the institution;
  - Participates actively in strategic financial planning, preservation of capital assets and endowments, oversight operating budgets, and participating actively in fund raising; and
  - It is expected that all Board members shall contribute to the development program of the school, including strategic planning and financial support, and active involvement in annual and capital giving.
- Delegation to the Head
  - Supports the school and its head and demonstrates that support within the community; and
  - Has the obligation to bring issues to the Head of School, or to the Board chair, and must refrain from responding to a situation individually as authority is vested in the Board as a whole.

### Trustees of the Sending Town Responsibilities:

Trustees from this class on the Board of Trustees accept all responsibilities of trustee membership. As a representative of the sending district board of education, they have the additional responsibility to serve as a conduit for information-sharing, communication, and problem-solving between the Academy and the sending district board of education. Additionally, Trustees in this class must be able to break down any barriers which may exist between The Academy and their sending town community.

### Board/Head of School Partnership

The Board supports and nurtures a strong partnership with the Head of School. This begins with understanding how the roles differ and what steps Boards can take to support the Head of School in leading and managing the school. Together:

- The Board and Head of School articulate the school's mission and vision;
- Share responsibilities for planning, reviewing, and evaluating current plans;
- Remain aware of areas where lines of responsibility blur and maintain open communication to help determine when joint presence and decision-making are most appropriate; and
- Present a united front on all positions of the Board, the school, and the Academy community.

### Role of the Board President

The President takes the lead in areas of Board leadership and management. The President and Head of School model a leadership relationship in action.

- The President
  - Speaks for the Board unless the task is delegated to someone else for a specific purpose. The President is wise to let the Head of School speak on behalf of the school on most occasions;
  - Serves as the leader and the manager of the Board and ensures that:
    - Agendas for Board and committee meetings are developed in consultation with the Head of School;
    - Proper research, deliberation, and discussion are allowed on all issues as appropriate.
    - Leads the process for evaluating the Head of School.
    - Ensures that trustee orientation, annual Board self-assessment, and evaluation of the President occur.
    - Consults regularly with the Head of School to provide counsel, acts as a private critic, and public advocate.
  - Organizes the Board in the most effective way to conduct its business.
  - Involves his/her successor in discussions to ensure smooth leadership transition.
  - Accepts the responsibility as Board disciplinarian and counsels counterproductive trustees off the Board.
- Role of the Head of School
  - The responsibilities of the Head of School are generally stated in the contract and amplified in goal setting. The Head of School, serving as CEO of The Academy, is the professional, institutional, and educational leader of the school, takes the lead in curriculum, program and staffing, hiring and dismissal, school operations, and is authorized to oversee all administration;
  - The Head of School works with the Board and staff to implement Board policies;
  - The Head of School has complete authority for faculty, staff, and student selection, evaluation, and dismissal;
  - The Head of School keeps the Board informed about decisions in all areas pertaining to faculty and staff dismissal; and
  - The Head of School is responsible, along with the Associate Head of School for Finance and Operations and the Treasurer of the Board, for developing and monitoring the organization's budget.

Illustration of Board/Head of School Partnership

<b>Governance</b> { <ul style="list-style-type: none"> <li>Policy &amp; Bylaws</li> <li>Financial Plan</li> <li>Development</li> <li>Mission &amp; Strategic Plan</li> <li>Conflict of Interest</li> <li>Delegation to Head</li> </ul>	<p style="text-align: center;">Board's Decisions</p> <p style="text-align: right;">Head's Advice</p>
<b>Partnership</b> { <ul style="list-style-type: none"> <li>Head Evaluation</li> <li>Financial Mgmt</li> <li>Employment Contracts</li> <li>Public Relations</li> <li>Admissions &amp; Enrollment</li> </ul>	<p style="text-align: center;">Shared Decisions</p>
<b>Operational</b> { <ul style="list-style-type: none"> <li>Program &amp; Staffing</li> <li>Systems &amp; Operations</li> <li>Staff Hiring &amp; Dismissal</li> <li>Student Admit &amp; Dismissal</li> </ul>	<p style="text-align: left;">Board's Advice</p> <p style="text-align: center;">Head's Decisions</p>

*Adopted from A Guide to Effective Governance for Independent School Boards NAIS 2007 Trustee Handbook, National Association of Independent Schools.*

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The Woodstock Academy  
 Woodstock, Connecticut