



# Planting for Tomorrow

## 2020 Vision: the First Two Years



**Woodstock School Annual Report**  
**2012-2013**

In this, the 160th year of its distinguished history, Woodstock continues to flourish with strong support from and engagement with our parents, students, teachers, administrators, worldwide alumni, and local community. In this report, we share with you progress we have achieved in our 2020 Vision for Woodstock School and invite you to join us in transforming our aspirational vision into reality.



## Members of the Board and General Body of Woodstock School

Kneeling: Peter Downs '62, International development expert, based in Thailand; Sumit Basu '88, Legal Counselor for GENPACT, Global Business Impact based in Gurgaon, India; Na Na Jeon '04, Editor and Translator of ChoDae Publisher, based in Jinju, South Korea; Pamela Tshering '89 Restaurateur and General Manager of Norbu Bhutan Travel Agency based in Thimpu, Bhutan; Arpit Lall '13 Student President, Woodstock School; Victor Emmanuel (Parent Representative) Manager of Hospital Planning Development and Monitoring, Emmanuel Hospital Association, based in New Delhi, India.

Middle Rows: Rev Eric Templeton (CNI representative) Minister of the Church of North India based in Mussoorie, India; Jeff Doerfler, Dean of Student Services, Woodstock School; Dr Jacob Cherian, Prof of Physics, St Stephens University, Delhi University; Amy Seefeldt '93, Dean of Academics, Woodstock School; Paula Mowry, Educator and Founder of Dakota Education Services, based in Delhi/USA, \* Phil Wellons '60, Retired Professor of Management, Harvard University, International Legal Consultant based in Massachusetts, USA; \* Bhavenesh Kumari Patiala '50, Advocate, Supreme Court of India based in Delhi, India; \* Jane Cummings, Executive Director, Friends of Woodstock School, based in Colorado, USA; \* Dr Eleanor Nicholson (Board President), retired Professor of Education based in Chicago, USA; \* Ranjit Dass (former staff), Principal, Nath Valley School based in Aurangabad, India; Dr Daphne DeRebello (Board Vice President), Senior Consultant in Education, Administrative Staff College of India, \* retired IAS officer, based in Hyderabad, India; \* Dr Jonathan Long, Woodstock School Principal; Hazel Ebenezer '13, Student President, Woodstock School; Brian Dunn '89, Woodstock School Chaplain; Rev Dr Paul Swarup (Church of North Indian Representative), Minister of the Redemption Cathedral based in Delhi, India; \* Noel Vaghela (Methodist Church Representative), Director of Methodist Engineering Office, based in Delhi, India; \* Pete Wildman Alternate Staff Representative, Woodstock School)

Back top row: Akshay Birla '05, Associate Director for the Advisory Board Company based in Washington DC, FWS Board Member, \* Rajan Mathews, Director General, Cellular Operations Association of India, based in New Delhi, India; Dr Kaaren Mathias (Parent Representative) Programme Manager of Training, Emmanuel Hospital Association, based \* in Mussoorie, India; \* David Schoonmaker '62, FWS Board Member, CEO and President of several companies based in Colorado, USA. Absent: Adrian Moody Principal, Kodaikanal International School, based in Kodaikanal, India; \* Dana Crider Staff representative), Woodstock School.

\* Indicates members of the Board of Directors. Photograph taken at the Annual Meeting, September 2013.

# 2020 Vision: People. Passion. Potential.

## From the President of the Board

This Annual Report is somewhat different from typical publications, in that, while reflecting the activities of the past year, it takes a longer view of Woodstock's development in relation to the school's eight-year strategic plan, known as 2020 Vision. Financial and other reports are placed in the context of our ambitious intentions for Woodstock, and chart progress against the 2020 Vision goals.



As President, I want to express my gratitude to the Principal and staff of Woodstock School, who carry the day-to-day challenge of achieving our bold vision, and to the members of the Board of Directors and the General Body for their committed and expert governance of this great institution. - *Dr Eleanor Nicholson*

## From the Principal

2020 Vision was approved by the Board of Directors of Woodstock School in September 2011. It presented a clear and compelling vision of Woodstock's future which, in my view, is as challenging and far-sighted as that of any comparable school in the world.

I took up my appointment as Principal in December 2011, having been part of the team which drew up the 2020 Vision plan; I was therefore fully persuaded as I arrived that this was the way forward for Woodstock.

The 2012-13 budget and academic years represented my first opportunity to establish a new direction in the school, so it is appropriate that this annual report should reflect on the significant changes which have already begun to take root.

We are glad you are part of Woodstock School's past, present and future, and I thank you all – parents, students, staff, alumni and friends – for your fellowship in this journey. - *Dr Jonathan Long*



## Vision and Leadership

**Goal:** The entire Woodstock community – alumni, parents, staff, students and Board – will be confident that Woodstock School has a clear and compelling vision and sense of identity, and that the Board and Administration are united in providing excellent governance and leadership to the school.

### Progress

**Leadership:** In August 2012 the Woodstock Board of Directors was restructured under a new constitution. The newly constituted General Body, representing a wide range of Woodstock's traditional partners and supporters meets annually to approve the audit report and appoint the Board of Directors, ensuring that the skills and knowledge we need are firmly in place. This arrangement is already showing its value, and the Board is committed to establishing a high level of governance and financial accountability.

The school's senior management team has likewise been redesigned. More changes will take place as we move to a different school structure next year, but the educational core of three deans – academics, enrichment and student life – is already proving to be robust and appropriate to the school.

**Educational philosophy:** This year saw the publication of *Eliciting Greatness*, largely written by Dr Long, and the subject of extensive discussion and revision in staff gatherings. We are already seeing that this exciting and deeply rooted statement of philosophy is attracting staff to the school.

**Links with global institutions:** During the last twelve months Woodstock has been accepted for membership in the Council of International Schools and in the Round Square (an international association of schools who share a common philosophy of education, very compatible with that of Woodstock). We are making other connections that will help us in facilitating student and staff exchanges.

**Engaging our worldwide community:** Parents, students, staff and alumni are clearly excited by the re-establishment of Woodstock's traditional strengths, and the new and practical ways in which they are being developed. Most notably, we are delighted in the renewed commitment of Friends of Woodstock School to building a strong base of support in North America. Principal Jonathan Long has devoted a significant amount of time meeting with several groups of North American alumni sharing his vision, aspirations and progress achieved at Woodstock.





## Student Diversity

**Goal:** Woodstock School will have a diverse student population in accordance with the Board's objectives, taking into account a variety of measures of diversity.

### Progress

**A programme which supports diversity:** Careful research and planning over the last year has enabled us to create a new structure and programme for the school that will facilitate and promote the growth of a far more diverse student community.

A fast-track English as a Second Language curriculum is being designed to enable recruitment of students in grades 5 – 8 with little English language ability. Enlarging the school at grades 9 – 12 will encourage students from around the world to join the school for their later years, when distance from home is less of an issue.

**Target areas:** Our aim is “a microcosm of the world”, at least in home countries and cultures, if not numbers. Accordingly our recruitment efforts are focused on such areas as east Africa, the former Soviet republics and under-represented countries in east Asia.

By both direct marketing and the careful use of agents, we expect to see an increasing interest from those areas. We are also well aware of our close ties with North America, and will continue to develop recruitment and student exchanges, particularly from alumni families.

**Financial aid:** Scholarships and financial aid will be essential to enable the recruitment of great students who can't afford a Woodstock education, thus promoting another important kind of diversity. We are pleased that the Dalai Lama has offered a scholarship for Tibetan students, and we look forward to more support in this critical area.



## A Stable and High-Calibre Staff

**Goal:** Woodstock will ensure that each year the School is fully and appropriately staffed, in accordance with our desired mix of qualifications, experience and national background.

### Progress

**Retention:** In July 2013 we welcomed 18 new staff to Woodstock. This is significantly down from July 2010, when we needed to recruit 39 staff. Much of this improvement is due to an increased confidence in Woodstock's future, as well as practical improvements in such areas as housing, remuneration and access to professional development.

**Recruitment:** We have improved the way we find great staff. An increase in the use of social media has reduced our reliance on expensive traditional solutions such as recruitment fairs, and led to significant cost savings. Over the last two years, the number of teachers viewing jobs posted on our website has increased from around 1,000 to 20,000 per year.

**Development:** In July 2013 we inaugurated a two-year partnership with the University of London School of Education for in-service training that will enable teachers to work towards international qualifications including Masters degrees. At the same time we have increased our investment in professional development for residence and administrative staff.

## An Integrated Curriculum

**Goal:** The Woodstock School programme will be strengthened and balanced to better prepare young people for a meaningful and successful adult life by integrating academic, enrichment and residential learning into a holistic experience.

### Progress

**Foundations:** Eliciting Greatness, Woodstock's philosophy of education, has been written, discussed and published. This is our guide to what we call the Capital "C" Curriculum – which means everything that students experience while they are part of Woodstock, in academics, enrichment and residential life

**Academics:** Intense work has gone on for the past 18 months on redesigning our curriculum in Senior School, with all subject teachers "mapping" their lessons against a series of critical questions relevant to the subject. This has increased the focus of each discipline on those things that are crucial to the student's learning and growth.

**Enrichment:** We appointed the new Dean of Enrichment in spring 2013 and the programme

was launched in July 2013 with over one hundred options encompassing sports, arts, service, outdoor activities, science and hobbies.

**Residential Life:** From July 2013, Seniors moved to residences at Edgehill & Community Centre. This has enabled the development of a distinctive pre-graduation programme which gives them more personal choice and responsibility and better prepares our graduating students for college and beyond.

**Scheduling:** Our ability to engage students in a wide range of options requires a new approach to the daily and annual schedule. From July 2013 this change was introduced, enabling 30% more academic class time and dedicated times for enrichment activities, coupled with longer quarter breaks and slightly shorter semesters.

**Educational Technology:** A Head of Educational Technology and a new Information and Communications Technology Manager were appointed in July 2013, and they are working with a strategy group to map out the needs and opportunities presented by the rapid growth in the adoption of technology both within the school and personally by students.





## Spiritual Underpinnings

**Goal:** Woodstock School's inclusive Christian heritage will be the basis for an active engagement in building mutual understanding and cooperation among all the faiths represented in the community, and for promoting spiritual exploration and growth as a key component of the good life.

### Progress

**The importance of the spiritual:** Eliciting Greatness emphasises that holistic education and personal growth demand a consciousness of the spiritual dimension. This is reflected in many areas of the curriculum, and foundations are laid in the monthly chapels.

**Value the diversity of faith and practice within our community:** Incoming (and former) chaplain Dr Brian Dunn, a Woodstock alumnus, has implemented a new approach to religious education in the higher grades. Under the title of "WS Tribe", he encourages students of all faiths and none to assert their beliefs and challenge their understanding of them, as a starting point for recognition of the world-views of others and avoiding an uncritical acceptance of dogma – religious or otherwise.

**The Religious Life Policy:** This document, developed during Brian's previous tenure at Woodstock, is foundational for Woodstock. It is a living testament to our aspirations and principles, and needs to be reflected on and re-applied to the school's life each time we move forward.

**CARE and social concern:** For many religious and non-religious people, the way we respond to those in need is a core representation of our beliefs, and we are glad that the school's CARE programme is being revitalised and increasingly viewed as an outgrowth of our Christian sensibility and values.



## India and the Himalaya

**Goal:** Woodstock School will develop the strong roots it has in India and the Himalaya by celebrating, learning from and giving back to our country and region.

### Progress

This is an area where we have seen distinct growth over the last two years. For example, our outdoor learning days each semester include a range of local study options. The outdoor education and activity week programmes also focus on our Himalayan and broader Indian environment.

The Hanifl Centre is promoting and subsidising 14-day trek leader courses for people from Uttarakhand, encouraging Leave No Trace principles and covering mountain safety for trek guides. The Hanifl Centre is also seeing a marked increase in interest from India and beyond in study courses for students from schools and universities.

We are maintaining our strong Hindi programme, and options for Indian cultural activities are strongly represented in the enrichment programme.

Our social care activities were given an unwelcome focus by the devastating Uttarakhand floods in summer 2013, and the school is engaged in a major long-term relief and development effort in the villages above Thatyur, in the Aglar valley.

## Our Worldwide Alumni Community

**Goal:** We will build long-term support for Woodstock School within the worldwide alumni community.

### Progress

In January 2013, Woodstock reached an agreement with its largest alumni body – Friends of Woodstock School in North America (FWS), to share the global responsibilities for managing alumni relations and fundraising. FWS now works in North America, where approximately two thirds of our alumni reside, and Woodstock School is able to focus its resources on the rest of the world.

FWS and its predecessor, Kodaikanal Woodstock Inc. (KWI), has a long history of faithful and energetic support for Woodstock School and under the leadership of a largely new generation of board members and experienced professionals, it has taken on the tasks with a high level of enthusiasm and commitment, and is successfully meeting challenging goals and objectives.

Woodstock has in turn benefitted from being able to focus its resources on historically somewhat underserved alumni and has already significantly increased engagement especially with its Asian alumni. We look forward to continual progress in building alumni relations and support to an ever higher level of excellence.



# Three Critical Strategies to Achieve 2020 Vision

## Strategy 1: Restructure the Finances

**Goal:** Plan and manage the school's finances in a way that enables us to fund all of our operational costs, contribute to capital requirements and create an appropriate level of reserves to secure the school's future viability.

### Progress: 2012-13 Financial Report

In November 2013 we welcomed back David Harris, former Chief Operating Officer, who put in process some significant changes last year. He reported to the Board as follows: "I was delighted to receive an invitation to return to WS, to catch up with everyone, and to see what progress has been made on the operations front since my time here last year. It was an absolute delight to have finance and support staff approach me bubbling with enthusiasm, proud to tell me that things were going well, asking me to visit and see the estate projects that have been completed or are underway, to tell me that the budget shows positive cash available to fund capital expenditures, that actuals will be better than budget and that people have got the message that they must operate to a budget and not exceed it.

"This welcoming response was in contrast to summer 2012 when my welcome was equally warm but people were aware of shortcomings and were hoping that the new Board and reviews would improve things generally. Clearly there is now a feeling of confidence that the situation has improved and that it is continuing to improve."

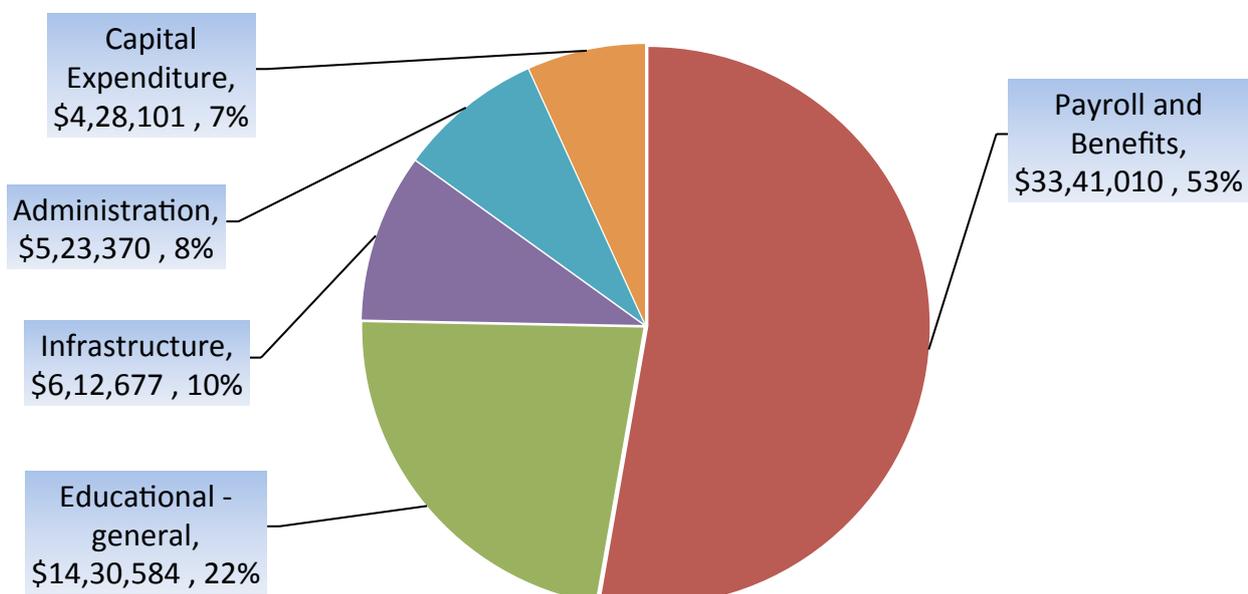
**Financial Controller, Shailesh Garg,** reports:

**Sharing the pie:** David Harris introduced the concept of *sharing the pie* to establish in everyone's minds the discipline of understanding that we have limited resources which need to be deliberately allocated according to the school's priorities. This approach has been very helpful in enabling us all to control and manage our budgets. I would summarise the outcome by stating that the fiscal year 2012-2013 was a successful financial year for Woodstock School.

- \* We are making good progress in reaching our five-year goals for Woodstock School's finances.
- \* As in previous years, we have closed our books with a clean audit report by our statutory auditors – M/s Walker, Chandiook & Co, Indian member of Grant Thornton.
- \* We have controlled and managed our revenue expenditure in line with the budget approved by the Board of Directors of Woodstock School.
- \* Our regular reporting to the board ensures transparency and creates a controlled and responsible environment for our spending.
- \* In the year 2012-2013 we allocated and spent \$428,101 on the capital needs of the school, including building projects and investment in information technology.

A copy of the school's full audited accounts may be downloaded from <http://www.woodstockschool.in/accounts>.

**Total Allocation of Income from Operations - 2012-2013**



## Strategy 2: Renew the Facilities

**Goal:** Develop and renovate the Woodstock campus to support the objectives of the educational programme, create functional and pleasing work spaces, and provide comfortable and economical residences for staff, students and employees, with the lowest possible environmental impact and with a design that is sympathetic to the locality, aesthetically pleasing, and offers flexibility for future needs.

### Progress

We have developed an architect's brief for the campus master plan and identified a consultant for the first part of the work, a whole-campus usage plan and recommendations for the reallocation of spaces to the various essential needs. The next step will be the design, costing and scheduling of major refurbishment and rebuilding projects.

Work is already under way during winter 2013 to refurbish the Alter Ridge residences. When completed, most of the dorms will be of a high standard, with only the two senior residences (Edgehill and Community Centre) to complete.

## Strategy 3: Raise the Funding

**Goal:** Engage staff and board members, alumni, parents, foundations and other friends of Woodstock School to participate in raising funds sufficient for the achievement of 2020 Vision.

### Progress

**Challenge:** Work is proceeding on assessing the total amount of funds required, broken down by capital, programme and scholarship elements.

**Communication:** Thanks to the generosity of a major donor, we are able to plan and carry out a complete overhaul of our marketing and communications in order to encourage the whole Woodstock community to understand the significance of 2020 Vision and to join us in pursuing it.

**Campaign:** The level of funding needed will almost certainly necessitate a major capital campaign in the next few years, and planning for this is already under way alongside our partners in North America, Friends of Woodstock School.

It's all about teamwork!





## Thank you

Woodstock School acknowledges the support of individuals and organisations who share our vision and mission. The following donations and grants were received during the financial year April 2012 - March 2013.

### Individual Donors

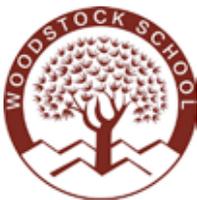
Harold M Bergsma  
 Ashish Bhandari  
 Abhrajit Bhattacharjee  
 Ashoke Chatterjee  
 S. P. Chelvam  
 Sheridan J.R. Chitambar  
 Sureerut Chotiwatanadilok  
 Betty Conard  
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 Rev. Mienda Uriarte  
 Noel Vaghela  
 Hiromi Watanabe  
 Donald Woolever

### Organisations and Fundraisers

Church of North India Synod  
 Friends of Woodstock School (North America)

Presbyterian Mission Agency (USA)  
 Winterline Foundation Inc.  
 Woodstock School Residences - Dorm Carnival  
 Woodstock School Memorabilia Store



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