



**2018 Heads Conference**  
***An Annual Exploration of School Leadership***  
**Thursday, January 25 – Friday, January 26, 2018**  
**Session Descriptions**

**Thursday, January 25, 2018**  
**Keynote Presentation \*\*\* 9:30 am – 10:30 am**  
**Sponsored by Magnus Health**

**Becoming a Values-Based Leader**

*Harry M. Kraemer, Jr., Northwestern University's Kellogg School of Management*

Sometimes doing the right thing while also delivering outstanding and lasting results is difficult for leaders to achieve. Values-based leaders are needed more than ever in today's economic and political environment. Kraemer will address the four principles of values-based leadership. In a dynamic session that draws on Kraemer's global experience as the chairman and CEO of Baxter International, consider the importance of self-reflection, balance, true self-confidence, and genuine humility in the actions and decisions you make as a school leader.

**Thursday, January 25, 2018**  
**Session I \*\*\* 10:45 am – Noon**

**Roundtable with Harry M. Kraemer, Jr.**

*Harry M. Kraemer, Jr., Northwestern University's Kellogg School of Management*

Bring your questions and discussion points for follow-up conversation with Harry M. Kraemer, Jr.

**Prevention of and Response to Sexual Misconduct: Recommendations from the Task Force**

*Donna Orem & Debra Wilson, National Association of Independent Schools*

In 2016, The Association of Boarding Schools (TABS) and the National Association of Independent Schools (NAIS) convened a task force to take a 360-degree look at educator sexual misconduct in independent schools and develop recommendations to help schools prevent misconduct and respond justly, compassionately, and effectively to cases of misconduct, past and present. In this session, we will present the major task force recommendations, outline resources TABS and NAIS are developing to assist schools in implementing these recommendations, and engage you in discussion on how best to proceed at your school.

**Board-Head Partnership**

*Thomas Hudnut & Doreen Oleson, Resource Group 175*

This session will examine the components of the key relationship in independent school governance. What must each side expect in the other? How are decisions made about who takes the lead? When should the board hold back and when should the head defer? What is the head's role in determining the composition of the board, and what are the risks? Getting too far out front of one's board is a danger and can leave the head alone and exposed. As with any partnership, this one requires give-and-take. Come discuss the elements of a good working relationship and examine a few that have gone sour. (This session will be repeated.)

## **Visiting Team Leader Training & Accreditation Updates**

*Liz Hofreuter, Wheeling Country Day School (WV), Luke Felker, The Bay School of San Francisco (CA) & Dawn Klus, ISACS*

Members of the Accreditation Review Committee will lead a discussion of issues and effective practices in team leading, and welcome input for future training. Both aspiring and experienced visiting team leaders will want to learn how changes in the ISACS Standards for Membership and other updates will modify expectations for school self-studies and accreditation team visits in 2018 and beyond. The session will include information to guide your first visiting team leadership experience using the 19<sup>th</sup> edition of the Membership and Accreditation Guide.

**Thursday, January 25, 2018**

**Banquet Luncheon & Luncheon Keynote \*\*\* 12:15 pm– 1:15 pm**

### ***Leveraging the Independence of Our Schools***

*Donna Orem, National Association of Independent Schools*

Although we face many challenges as a community—declining enrollments, challenging parental attitudes, a highly-charged political scene, etc.—independent schools have a unique opportunity to leverage their independence to address these challenges and provide leadership to students, families, and society. Orem will discuss current and emerging issues and how school leaders can face them through a lens of opportunity, as well as outline tools and strategies leaders can implement to create a more sustainable future.

**Thursday, January 25, 2018**

**Session II \*\*\* 1:30 pm– 2:45 pm**

### **Roundtable with Donna Orem**

*Donna Orem, National Association of Independent Schools*

Bring your questions and discussion points for follow-up conversation with Donna Orem.

### **Alternative Models of Assessment, Crediting & Transcripts**

*D. Scott Looney, Hawken School (OH)*

How can a GPA or an ACT score tell the story of a student? The Mastery Transcript Consortium (MTC) is a collective of independent schools organized around the development and dissemination of an alternative model of assessment, crediting, and transcript generation. This session will share how the consortium hopes to change the relationship between preparation for college and college admissions for the betterment of students. Participants will explore how the MTC model differs—organized around performance areas, mastery standards, and micro-credits—from the traditional transcript and learn how this electronic model allows college admission officers to see actual evidence of student work and mastery. (This session will be repeated.)

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### **Managing Bias to Hire the Best Talent**

*Gloria Woods, The Kaleidoscope Group*

Our goal in the hiring process is to attract, select, and ultimately retain the best talent. We desire a vibrant, diverse, and inclusive workplace. We are committed to fair, equitable, and inclusive processes. Yet the hiring process is an area where our organizational and personal biases can get in the way of making the best decisions. Participants will understand the value and power of a diverse and inclusive workforce; learn how

bias gets in the way of achieving diverse representation; understand unconscious bias, how it shows up and how it works; and be introduced to strategies that help us all manage bias to assess talent appropriately.

**The Power of a Strategic Development Assessment**

*Peter Hoskow & Doug Adolph, CCS Fundraising*

Data can, and should, play a prominent role in informing your development strategy. Conducting a comprehensive development assessment can help your school identify strengths and areas of opportunity. Using case studies from independent schools across the country, we will examine how schools can use data and analytics to guide their development strategies and take fundraising to new heights.

**Thursday, January 25, 2018  
Conclaves \*\*\* 3:00 pm – 4:00 pm**

**Schools with seniors & over 500 students**

**Schools with seniors & under 500 students**

**Schools with first graders & over 300 students**

**Schools with first graders & under 300 students**

**Thursday, January 25, 2018  
Conclaves \*\*\* 4:15 pm – 5:15 pm**

**Boarding schools**

**Montessori schools**

**Learning Differences schools**

**Progressive schools**

**Thursday, January 25, 2018  
6:00 pm – Reception & Dinner at Spiaggia  
Pre-registration required. Transportation will be provided.  
Sponsored by Flik Independent School Dining &TIAA**

**Friday, January 26, 2018  
Continental Breakfast \*\*\* 7:45 am – 9:30 am**

**Friday, January 26, 2018  
Regional Association & Special Interest Meetings \*\*\* 8:00 am – 9:15 am**

**AIMS Head of School Meeting & 2018 Annual Conference Planning**

*Meredith Schindler, AIMS President & ISACS Staff*

**Ohio Heads of School Meeting**

*Dan Dodd, Ohio Association of Independent Schools (OAIS)*

**Tuition Tax Credits Discussion**

*Nat Wilburn, Sacred Heart Schools (IL)*

Join a discussion with other schools interesting in utilizing or seeking information concerning state school

choice funding—tax credits, vouchers, etc. Special focus will be on sharing information about the new Illinois Tax Credit and how it can impact our schools and learning from others in states with similar structures.

**KAIS Heads of School Meeting**

*Debbie Houston, Virginia Chance School (KY)*

**Friday, January 26, 2018**  
**Keynote Presentation \*\*\* 9:30 am – 10:30 am**  
**Sponsored by Wye River Group, Inc.**

**Educating for Tomorrow's Diverse Democracy Today**

*Maureen Costello, Southern Poverty Law Center*

With public trust in many institutions at record lows and polarization driving us further apart, it's essential for schools to build communities that encourage civil discourse, dialogue, and the ability to see the world through another's eyes. Costello will address how heads can lead in this area through curriculum development, professional learning for faculty, and nurturing an inclusive school culture.

**Friday, January 26, 2018**  
**Session III \*\*\* 10:45 am – Noon**

**Roundtable with Maureen Costello**

*Maureen Costello, Southern Poverty Law Center*

This roundtable provides heads with the opportunity to go deeper on ideas raised during the keynote and see how they can apply them to curriculum, instruction, and especially school leadership.

**How to Win Students & Influence Parents**

*Aimee Gruber, The Enrollment Management Association*

Do you know what really motivates a family to apply to your school? Given the myriad challenges facing schools in today's competitive market—many of which are beyond our control—it is critical that we make the admission process more accessible and family friendly. The Enrollment Management Association surveyed thousands of parents immediately following the 2016-17 application season. Come prepared to reflect on the survey results and consider the application of this information to your work as school leaders. (This session will be repeated.)

**The Top 10 Mistakes Made by Heads of School & How Not to Make Them**

*Mark Brossman, Schulte Roth & Zabel*

Mark Brossman, Esq. will discuss common errors made by heads and how these errors impact school liability, relations with parents and staff, and the best interests of students. Topics will include sexual abuse issues; trip liability; employment practice risks; employee benefit plan liability; and employee crime/internal control management. (This session will be repeated.)

**Friday, January 26, 2018**  
**Banquet Luncheon \*\*\* 12:15 pm – 1:15 pm**  
**Sponsored by Oswald Companies/Independent School Benefits Consortium**

**ISACS Update from the President**

*Claudia Daggett, ISACS*

**Friday, January 26, 2018**  
**Session IV \*\*\* 1:30 pm – 2:45 pm**

**Positioning Your Board for Fundraising**

*Peter Hoskow, CCS Fundraising & Panelists: Bryn Roberts, St. Paul Academy and Summit School (MN) & Audrey Perrott, Near North Montessori (IL)*

Board members play a vital role in the philanthropic life of independent schools. If you give them the tools and resources they need to succeed, they will become your best ambassadors, advocates, strategists, and all-around supporters. In this session, we will share ideas on how to better engage your board members, ignite their passion, and prepare them to take part in fundraising.

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## **Radical Empathy**

*Gloria Woods, The Kaleidoscope Group*

"We don't see each other," the NYPD commissioner said. We don't hear each other often either. Not deeply. We say we want diversity of thought—yet when discussing difficult topics or our human differences, our inclination can be to polarize—to choose sides, to minimize others, to see the world from our limited lens. We do want to connect with others across differences and navigate difficult situations, tough topics, and conflict with skill and care. What makes being empathetic radical? Our willingness and ability to have respectful and real conversations even given deep convictions, values, and differences. This interactive session will address the mindsets and skills we need to see and hear each other. We'll focus on strengthening our empathy skills and discuss creative ways to use these skills to explore different perspectives.