



**2019 Heads Conference: An Annual Exploration of School Leadership**  
**Thursday, January 31 – Friday, February 1, 2019**  
**Session Descriptions**

**Thursday, January 31, 2019**  
**Continental Breakfast \*\*\* 8:30 am – 9:15 am**  
**First-time attendee meet & greet**

**Thursday, January 31, 2019**  
**Keynote Presentation \*\*\* 9:30 am – 10:45 am**  
**Sponsored by Magnus Health**

**Confident Pluralism**

*John D. Inazu, Washington University in St. Louis*

This talk analyzes the current state of the country, orients the contemporary United States within its broader history, and explores the ways that Americans can—and must—strive to live together peaceably despite our deeply engrained differences. Pluralism is one of the founding creeds of the U.S.—yet America’s society and legal system continue to face deep, unsolved structural problems in dealing with differing cultural anxieties and viewpoints. Inazu not only argues that it is possible to cohabitate peacefully but also lays out realistic guidelines for our society, schools, and legal system to achieve the new American dream through civic practices that value toleration over protest, humility over defensiveness, and persuasion over coercion.

**Thursday, January 31, 2019**  
**Session I \*\*\* 11:00 am – 12:15 pm**

**Roundtable with John D. Inazu**

*John D. Inazu, Washington University in St. Louis*

Bring your questions and discussion points for follow-up conversation with John D. Inazu.

**Building a Constructive Partnership**

*Susan Decker, BoardSource*

The head of school-board chair relationship is critical to the success of schools. This session is designed to deepen and strengthen this partnership and to achieve results through shared leadership. We'll consider the factors that influence the relationships and gain insights about how to cultivate an effective head of school-board partnership to advance your mission. The characteristics of exceptional leadership duos will be outlined. (This session is repeated.)

**Institutional Strategy + Economics: An Integrated Approach to Program, Population & Philanthropy**

*William Kummel, Rational Partners*

Fifteen years from now, will your institutional choices be more and better, comparable, or fewer and worse? Large forces challenge the traditional economic model of independent schools. For many schools, the current trajectory is likely to be “fewer and worse.” Why is this? Investigate actions to take in the next five years to ensure future choices; appraise market position, comparative advantage and financial performance; optimize market, educational, and financial dynamics for near and long-term performance; and explore full-pay domestic enrollment as keystone to program, population, and philanthropy.

### **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 invite input for future training. Both aspiring and experienced visiting team leaders will want to learn how to apply the updated ISACS Standards for Membership as part of accreditation team visits in 2019 and beyond. A review of visiting team leader responsibilities along with an introduction of supplemental information to further enhance the team success will be included. (This session is repeated.)

**Thursday, January 31, 2019**  
**Banquet Luncheon & ISACS Update \*\*\* 12:30 pm – 1:30 pm**  
**Sponsored by Nightlock**

### ***Trends in the Central States & an ISACS Update***

*Claudia M. Daggett, ISACS*

The latest data on headship transition, enrollment patterns, and other trends will be shared by Claudia Daggett, along with a brief update on implementation of ISACS strategic initiatives.

**Thursday, January 31, 2019**  
**Session II \*\*\* 1:45 pm – 3:00 pm**

### **Building a Constructive Partnership**

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### **Engineering Mindfulness: Finding Space to Lead**

*Joseph Holtgreive, Northwestern University School of Engineering*

Attention is key when it comes to bringing your best performance. Any leader or professional athlete will tell you that his or her success was built on hard work and determination but forged in moments of intense uncertainty (MIUs). As a leader, these moments are inevitable for you, your team, and your constituents. They are also your greatest opportunity to lead. Your ability to stay focused during MIUs is the difference between reacting impulsively and responding effectively. Grounded in performance science, this session will explain how you can cultivate the capacity to be your best when it matters most. Learn to apply strategies for staying calm and anchored in the moment, unlocking the effective school leader within. (This session is repeated.)

### **Financial Health Indicators for Large Schools**

*William Kummel, Rational Partners*

The traditional economic model of independent schools is highly stressed and getting harder. An effective, efficient, and sustainable balance of resources to environment is critical. Institutions must establish and sustain an operating strategy and economic model for unique, meaningful education program, student population, and philanthropic support. Explore key indicators of program, population, and philanthropy for large schools to understand and secure a near and long-term operating strategy and sustainable economic model. Benchmark data from 300 independent schools including close examination of 20 large ISACS schools will be presented.

**An Inside-Out Approach to School Safety**

*Rodnie Williams, Omnigo Software, Bryn Roberts, St. Paul Academy and Summit School (MN) & Laura Fuller, University School of Milwaukee (WI)*

Ensuring school safety has never been of greater concern for administrators. Without a comprehensive security plan, schools remain vulnerable to crimes committed by trusted insiders. Many of today’s threats, including cyber attacks and violent intruders, are masterminded by those with access to school networks and facilities. Security strategies that integrate countermeasures are key to intervention, detection, and prevention. By taking an inside-out approach, schools will be better equipped to identify potential threats and intervene earlier in the incident cycle, before a situation escalates into a full-scale emergency.

**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*

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**Thursday, January 31, 2019**  
**Conclaves \*\*\* 3:15 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**

**Schools under 100 students**

**Thursday, January 31, 2019**  
**Conclaves \*\*\* 4:15 pm – 5:00 pm**

**Boarding schools**

**Montessori schools**

**Learning differences schools**

**Progressive schools**

**New schools (founded since 2009)**

**Thursday, January 31, 2019**  
**6:00 pm – Reception & Dinner at River Roast**  
**Pre-registration required. Transportation will be provided.**  
**Reception Sponsored by TIAA**  
**Dinner Sponsored by Flik Independent School Dining**

**Friday, February 1, 2019**  
**Continental Breakfast \*\*\* 7:45 am – 9:30 am**  
**Tabletop discussions**

**Friday, February 1, 2019**  
**Regional Association Meeting \*\*\* 7:30 am – 8:15 am**

**Ohio Heads of School Meeting**

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

**Friday, February 1, 2019**  
**Regional Association Meetings Continued \*\*\* 8:15 am – 9:15 am**

**KAIS & Cincinnati Head of School Planning Meeting for 2019 Annual Conference**

*Stephen Manella, Sayre School (KY) & ISACS Staff*

**AIMS Head of School Meeting**

*Meredith Schindler, AIMS President & Sam Kennedy, AIMS Executive Director*

**Friday, February 1, 2019**  
**Keynote Presentation \*\*\* 9:30 am – 10:45 am**  
**Sponsored by George K. Baum & Company**

**From Apartheid to Inclusion: Regaining Dignity Through Education**

*Temba T. Maqubela, Groton School (MA)*

The symbiotic relationship between diversity and inclusion comes to life through Maqubela's personal story—from his persecution and exile for anti-apartheid activism in his native South Africa to his role as eighth headmaster of one of America's most admired independent schools. Maqubela landed in New York as a refugee, spent his first nights in a homeless shelter with his wife and infant son, and ultimately began his teaching career in America in Queens, New York. Influenced by the wisdom of Nelson Mandela and esteemed educators in their own families, he and his wife, Vuyelwa, relied on their roles as educators to lift up their family and reassert their dignity.

**Friday, February 1, 2019**  
**Session III \*\*\* 11:00 am – 12:15 pm**

**Roundtable with Temba T. Maqubela**

*Temba T. Maqubela, Groton School (MA)*

Bring your questions and discussion points for follow-up conversation with Temba T. Maqubela.

**Recognizing, Understanding & Supporting Anxious Youth**

*Caroline Adelman, Chicago Psychotherapy, LLC & Jennifer Welbel, North Suburban Center for Anxiety*

Drawing on both empirical research and clinical experience, this session will provide an overview of anxiety disorders in youth and best practices for addressing student anxiety. National trends related to student stress, anxiety, and a variety of risky behaviors will be discussed. School-based strategies for fostering resilience in youth and their families will be presented with time for Q&A. (This session is repeated.)

## **Financial Health Indicators for Small Schools**

*William Kummel, Rational Partners*

The traditional economic model of independent schools is highly stressed and getting harder. An effective, efficient, and sustainable balance of resources to environment is critical. Institutions must establish and sustain an operating strategy and economic model for unique, meaningful education program, student population, and philanthropic support. Explore key indicators of program, population, and philanthropy for small schools to understand and secure a near and long-term operating strategy and sustainable economic model. Benchmark data from 300 independent schools including close examination of 20 small ISACS schools will be presented.

## **Hot Legal Issues in Independent Schools**

*Rachel Yarch, Burke, Warren, MacKay & Serritella, P.C.*

Yarch will discuss legal issues currently affecting schools, including an overview of necessary documents to minimize risk; addressing internal complaints made by employees, students, and alumni/ae; social media and bullying; ADA accommodation issues; and heads contract considerations. (This session is repeated.)

**Friday, February 1, 2019**

**Banquet Luncheon \*\*\* 12:30 pm – 1:30 pm**

**Sponsored by Oswald Companies/Independent School Benefits Consortium**

## **ISACS Annual Meeting**

*ISACS Executive Committee*

Members of the ISACS Executive Committee will give an update on the state of the association, and trustees and officers will be elected for terms beginning in July 2019.

**Friday, February 1, 2019**

**Session IV \*\*\* 1:45 pm – 3:00 pm**

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