



ISACS

HEADS CONFERENCE

An Annual Exploration
of School Leadership

Thursday, January 25 –
Friday, January 26, 2018

SWISSÔTEL • CHICAGO, IL

KEYNOTE PRESENTATIONS

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 chief executive officer 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.



HARRY M. KRAEMER, JR. is an executive partner with Madison Dearborn Partners, a private equity firm based in Chicago, and a clinical professor of management and strategy at Northwestern University's Kellogg School of Management. Kraemer is the author of *From Values to Action: The Four Principles of Values-Based Leadership* and *Becoming The Best: Build a World-Class Organization Through Values-Based Leadership*. He is the former chairman and CEO of Baxter International Inc., a \$12 billion global healthcare company. He graduated from Lawrence University of Wisconsin and received an MBA degree from Northwestern University's Kellogg School of Management. For more information, visit www.harrykraemer.org.

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.



MAUREEN COSTELLO leads the Southern Poverty Law Center's (SPLC) Teaching Tolerance project, a provider of anti-bias education resources. She oversees the *Teaching Tolerance* magazine, the development of teaching kits, and professional development resources. Before joining the SPLC, she oversaw development of the 2010 Census in Schools program for Scholastic Inc. Costello served as academic dean at Notre Dame Academy High School in NY. She is a graduate of the New School University and the New York University Graduate School of Arts & Sciences.

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.



DONNA OREM was named president of the National Association of Independent Schools (NAIS) in November 2016 after serving as interim president since November 2015. Orem served as the chief operating officer for NAIS for 11 years before becoming president. She joined NAIS in 1998 as the vice president for educational leadership, later becoming the vice president for strategic initiatives and research. Prior to NAIS, she worked at the Council for Advancement and Support of Education and The American Association of University Women. Orem is the co-author of the *NAIS Trustee Handbook*, 10th edition, and is the author of numerous books and articles. She holds a BA from St. Joseph's University (PA) and attended graduate school at the University of Maryland School of Journalism.

SESSIONS

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.

Roundtable with Maureen Costello

MAUREEN COSTELLO, SPLC

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 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.

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.

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.

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.

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.

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.

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

DONNA OREM & DEBRA WILSON, NAIS

In 2016, The Association of Boarding Schools (TABS) and the National Association of Independent Schools (NAIS) convened a task force to take a 360° 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.

Roundtable with Donna Orem

DONNA OREM, NAIS

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

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.

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.

* This session will be offered twice.

CONCLAVES

3:00 - 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

4:15 - 5:15 PM

- Boarding Schools
- Learning Differences Schools
- Montessori Schools
- Progressive Schools

PRELIMINARY SCHEDULE

WEDNESDAY, JANUARY 24

- 5:00 - 8:00 PM New Heads Network:**
Program and dinner for new heads and mentors (Pre-registration for the New Heads Network, a year-long program, is required.)

THURSDAY, JANUARY 25

8:30 AM Registration

- 9:30 - 10:30 AM Keynote Presentation:**
Becoming a Values-Based Leader, Harry M. Kraemer, Jr.
- 10:45 AM - NOON Session I:** Select from
- Roundtable with Harry M. Kraemer, Jr.
 - Prevention of & Response to Sexual Misconduct: Recommendations from the Task Force
 - Board-Head Partnership
- 12:15 - 1:15 PM Banquet Luncheon & Presentation:** *Leveraging the Independence of Our Schools*, Donna Orem
- 1:30 - 2:45 PM Session II:** Select from
- Roundtable with Donna Orem
 - Alternative Models of Assessment, Crediting & Transcripts
 - Board-Head Partnership
 - The Power of a Strategic Development Assessment
 - Managing Bias to Hire the Best Talent
- 3:00 - 4:00 PM Conclaves**
- 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
- 4:15 - 5:15 PM Conclaves**
- Boarding Schools
 - Learning Differences Schools
 - Montessori Schools
 - Progressive Schools
- 6:00 PM Reception (6:00 PM) & Dinner (7:00 PM) at Spiaggia**

FRIDAY, JANUARY 26

- 8:00 - 9:15 AM Regional & Special Interest Meetings:**
- AIMS
 - OAIS
 - Tuition Tax Credits Discussion
- 9:30 - 10:30 AM Keynote Presentation:**
Educating for Tomorrow's Diverse Democracy Today, Maureen Costello
- 10:45 AM - NOON Session III:** Select from
- Roundtable with Maureen Costello
 - How to Win Students & Influence Parents
 - The Top 10 Mistakes Made by Heads of School & How Not to Make Them
- 12:15 - 1:15 PM Banquet Luncheon & Presentation:** *ISACS Update from the President*, Claudia Daggett
- 1:30 - 2:45 PM Session IV:** Select from
- Positioning Your Board for Fundraising
 - How to Win Students & Influence Parents
 - The Top 10 Mistakes Made by Heads of School & How Not to Make Them
 - Alternative Models of Assessment, Crediting & Transcripts
 - Radical Empathy

RECEPTION & DINNER: THURSDAY, JANUARY 25, 2018

All registrants and spouses/partners are invited to attend the conference reception and dinner at Spiaggia. Transportation will be provided. Reception/dinner is included in your registration fee; pre-registration is required during online registration. If you are bringing a guest, an additional fee of \$100 is required. Please call the ISACS office to register your guest.

REGISTRATION

Register online at www.isacs.org/headconference.

DATE & TIME

The heads conference will begin at 9:30 am (registration begins at 8:30 am) on Thursday, January 25 and conclude at 2:45 pm on Friday, January 26.

FEE

- \$600 member
- \$700 non-member
- 50% discount for those new heads registered for the New Heads Network. Please call the ISACS office for the discount code.
- Registration fee includes Thursday evening reception & dinner, two lunches, and two continental breakfasts.

Registration deadline is Wednesday, January 10, 2018.

CONFERENCE LOCATION & HOTEL ACCOMMODATIONS

The Swissôtel Chicago • 323 E. Wacker Drive, Chicago, IL

ISACS has secured special discounted rates at the Swissôtel:

- \$157/night plus tax for standard king (single or double occupancy)
- The room rate includes complimentary internet in the guest rooms and complimentary access to the health club.

Please call the hotel at 1-888-737-9477 to reserve your room and indicate that you are with the "ISACS 2018 Heads Conference" to receive the discounted rate, which is available until 5:00 pm Central on Wednesday, January 3, 2018.

Visit www.isacs.org/headconference for directions and parking information for the Swissôtel.

SPOUSES/PARTNERS

Spouses and partners are welcome to attend any session and lunch at no charge. There is a \$100 charge for a spouse/partner to attend the Thursday evening reception and dinner. If your spouse/partner plans to join ISACS at any of the meal functions, please call the ISACS office at 312-750-1190.

Cancellation policy available at www.isacs.org/headconference.

Questions? Call the ISACS office at 312-750-1190.

THANKS TO THE 2018 SPONSORS



Magnus Health: Thursday keynote



Flik Independent School Dining: Thursday evening reception & dinner



TIAA: Thursday evening reception & dinner



Wye River Group, Inc.: Friday keynote



Oswald Companies/Independent Schools Benefits Consortium: Friday luncheon