



# ISACS

## HEADS CONFERENCE

### An Annual Exploration of School Leadership

Thursday, January 31 –  
Friday, February 1, 2019

SWISSÔTEL • CHICAGO, IL

## KEYNOTE PRESENTATIONS

### 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 United States—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.



**JOHN D. INAZU** is the Sally D. Danforth Distinguished Professor of Law and Religion and Professor of Political Science at Washington University in St. Louis. He teaches criminal law, law and religion, and various First Amendment seminars. His scholarship focuses on the First Amendment freedoms of speech, assembly, and religion and related questions of legal and political theory. His first book, *Liberty's Refuge: The Forgotten Freedom of Assembly*, was published by Yale University Press in 2012. His second book, *Confident Pluralism: Surviving and Thriving Through Deep Difference*, was published by the University of Chicago Press in 2016. He has written broadly for mainstream audiences in publications including *USA Today*, *The Los Angeles Times*, and *The Washington Post*.

### 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.



**TEMBA T. MAQUBELA** became Groton School's (MA) headmaster on July 1, 2013. Prior to Groton, Maqubela spent nearly three decades at Phillips Academy, Andover (MA) serving as teacher, department chair, director of a math and science program for minority students, dean of faculty, and assistant head of academics. Maqubela was born in a small city in South Africa. He attended high school until a few weeks before his intended graduation in 1976, when he was arrested—while in his mother's biology class—and detained for anti-apartheid activities. Later that year, he fled South Africa and ultimately finished high school in Nigeria. He graduated with honors from Nigeria's University of Ibadan, earning a bachelor's degree in chemistry. He later earned a master's in chemistry at the University of Kentucky. Among Maqubela's many honors are the Desmond Tutu Social Justice Award, a White House Distinguished Teacher Award, and induction into the Northeast Section of the American Chemical Society's *Aula Laudis* Society.

## LUNCHEON PRESENTATIONS

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

CLAUDIA M. DAGGETT, ISACS EXECUTIVE DIRECTOR

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

### ISACS Annual Meeting - NEW THIS YEAR

ISACS EXECUTIVE COMMITTEE

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

## SESSIONS

### 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.

### 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.

### 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.

### 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 team success will be included.

### 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.

### 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.

### 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.

### 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.

### 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.

### An Inside-Out Approach to School Safety

RODNE 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.

### 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 will be offered twice.*

## 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
- Schools with less than 100 students
- Boarding schools
- Learning differences schools
- Montessori schools
- Progressive schools
- New schools (founded since 2009)

# PRELIMINARY SCHEDULE

## WEDNESDAY, JANUARY 30

- 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 31

- 8:30 AM Registration, continental breakfast & 1st time attendee meet & greet**
- 9:30 - 10:45 AM Keynote Presentation:**  
*Confident Pluralism*, John D. Inazu
- 11:00 AM - 12:15 PM Session I:** Select from
- Roundtable with John D. Inazu
  - Building a Constructive Partnership
  - Institutional Strategy + Economics: An Integrated Approach to Program, Population & Philanthropy
  - Visiting Team Leader Training & Accreditation Updates
- 12:30 - 1:30 PM Banquet Luncheon:**  
*Trends in the Central States & an ISACS Update*, Claudia M. Daggett
- 1:45 - 3:00 PM Session II:** Select from
- Building a Constructive Partnership
  - Engineering Mindfulness: Finding Space to Lead
  - Financial Health Indicators for Large Schools
  - An Inside-Out Approach to School Safety
  - Visiting Team Leader Training & Accreditation Updates
- 3:15 - 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
  - Schools with less than 100 students
- 4:15 - 5:00 PM Conclaves**
- Boarding schools
  - Learning differences schools
  - Montessori schools
  - Progressive schools
  - New schools (founded since 2009)
- 6:00 PM Reception (6:00 PM) Dinner (7:00 PM) at River Roast**

## FRIDAY, FEBRUARY 1

- 7:45 - 9:30 AM Continental breakfast & tabletop discussions**
- 7:30 - 8:15 AM Regional Meeting:**
- OAIS
- 8:15 - 9:15 AM Regional Meetings Continued:**
- KAIS & Cincinnati Heads of School Meeting for the 2019 Annual Conference Planning
  - AIMS
- 9:30 - 10:45 AM Keynote Presentation:**  
*From Apartheid to Inclusion: Regaining Dignity Through Education*, Temba T. Maqubela
- 11:00 AM - 12:15 PM Session III:** Select from
- Roundtable with Temba T. Maqubela
  - Recognizing, Understanding & Supporting Anxious Youth
  - Financial Health Indicators for Small Schools
  - Hot Legal Issues in Independent Schools
- 12:30 - 1:30 PM Banquet Luncheon:**  
*ISACS Annual Meeting*, ISACS Executive Committee
- 1:45 - 3:00 PM Session IV:** Select from
- Recognizing, Understanding & Supporting Anxious Youth
  - Engineering Mindfulness: Finding Space to Lead
  - Hot Legal Issues in Independent Schools

### RECEPTION & DINNER: THURSDAY, JANUARY 31

Registrants and spouses/partners are invited to attend the conference reception and dinner at River Roast. Transportation will be provided. Reception/dinner is included in your registration fee; pre-registration is required during online registration.

# REGISTRATION

Register online at [www.isacs.org/headconference](http://www.isacs.org/headconference).

## DATE & TIME

The Heads Conference begins at 9:30 AM (registration opens at 8:30 AM) on Thursday, January 31 and concludes at 3:00 PM on Friday, February 1.

## 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 Tuesday, January 15, 2019.

## 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 (888) 737-9477 to reserve your room and indicate that you are with the "ISACS 2019 Heads Conference" to receive the discounted rate, which is available until 5:00 PM Central on Tuesday, January 8, 2019.

[Click here](#) to book your hotel reservation online.

Visit [www.isacs.org/headconference](http://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.

Cancellation policy available at [www.isacs.org/headconference](http://www.isacs.org/headconference).

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

## THANKS TO THE 2019 SPONSORS



Thursday Keynote



Thursday Luncheon



Thursday Reception



Thursday Dinner



George K. Baum & Company  
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Friday Keynote



Friday Luncheon