### The Head's Perspective on Green Schools

*Paul Chapman, Inverness Associates*

Why should schools develop a culture of environmental sustainability? With increasing environmental challenges in recent years, the “triple bottom line” has helped us focus on the importance of “people, profit and planet” in stewarding our organizations. Applied to education, the “triple bottom line” in green schools can help save money, improve achievement, and promote health. This session, presented by the former Head of School at Head-Royce School in Oakland, CA describes the foundations of green, sustainable schools and how to develop them. Results from the Green Independent Schools Survey completed by ISACS school heads in September will be presented. The session highlights the vital leadership role school heads, business officers, and boards play in the process of going green. Case studies will illustrate best practices.

### The Head's Perspective on Communicating the School’s Value Proposition

*John E. Chubb, National Association of Independent Schools*

Independent schools have long been distinguished by their strong missions, deep cultures and powerful influences on the whole child. Our schools stand for academic excellence and have always done fine jobs preparing students for college. But the measure of an independent school education has never been just student achievement. Today, independent schools are under increasing pressure to demonstrate their value proposition, to show what exactly families can expect their children to receive in exchange for their escalating cost. Drawing on the experiences of colleges and universities, as well as the larger world of K-12 education, Chubb will discuss the new demands for transparency that independent schools are likely to face and suggest how they can be met—consistent with traditional missions.

### The Head's Perspective on Change/Tough Personnel Decisions

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

Three years ago Looney presented a session on the people side of school change, specifically how to handle faculty and staff resistance. Tough personnel decisions were touched on, but the focus was on moving people from compliance to conversion. Time has now passed, and he will take another look at these important issues.

### The Head’s Perspective on International Opportunities

*Nick Stoneman & Kathy Layendecker, Shattuck-St. Mary’s School (MN)*

As the applications from international students to U.S. colleges and universities continue to soar each year, so too does the demand for seats in the independent schools that feed into the post-secondary market. Explore how Shattuck-St. Mary’s School (SSM) has assessed this demand, as well as what programs and approaches it has developed to work within its mission to meet this demand head on, in traditional and unique ways. The session will explore SSM’s global recruitment and admissions process, and will detail the summer and “during the school year” offerings available for international students. This session will also provide SSM’s ambitious expansion plan to open multiple satellite programs in different countries over the next five years, which opened in Beijing in September, as a case study.

### The Head's Perspective on Green Schools (Repeated)

*Paul Chapman, Inverness Associates*

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organizations. Applied to education, the “triple bottom line” in green schools can help save money, improve achievement, and promote health. This session, presented by the former Head of School at Head-Royce School in Oakland, CA describes the foundations of green, sustainable schools and how to develop them. Results from the Green Independent Schools Survey completed by ISACS school heads in September will be presented. The session highlights the vital leadership role school heads, business officers, and boards play in the process of going green. Case studies will illustrate best practices.

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Thursday, January 30, 2014
Banquet Luncheon and Keynote Presentation *** 12:15 pm – 2:00 pm

Independent Schools: A Growth Industry
John E. Chubb, President, National Association of Independent Schools
With the slow recovery of family incomes from the great recession, increasing competition from charter schools, and the proliferation of online education options that are already disrupting higher education, it is commonplace to wonder — no, worry — about the future of independent schools. Yet, there are just as many reasons — more, Chubb argues—to consider independent schools a growth industry. Drawing on academic, economic, political, demographic, and technological data and developments, as well as his own diverse experiences, Chubb will suggest why independent schooling should become a bigger part of U.S. education and how our schools can seize this opportunity.

Thursday, January 30, 2014
Conclave *** 2:15 pm – 3:45 pm

Heads of similar schools can learn from each other about topics of interest generated from the group. Heads can choose any group among these possibilities. Facilitators are listed below. Select from the following:

- Schools over 500 with seniors
- Schools under 500 with seniors
- Schools over 300 with first graders
- Schools under 300 with first graders
- Boarding Schools
- Special Needs Schools
- Montessori Schools
- Schools with a mission to serve low-income students
Thursday, January 30, 2014
Special Session *** 4:00 pm – 5:30 pm

Progressive School Networking
Thomas Hoerr, New City School (OH); John Delautre, Whitfield School, (MO); and Dan Schwartz, Baker Demonstration School (IL)

Michigan Heads of School Meeting
Bridget Bearss, RSCJ, Academy of the Sacred Heart, Association of Independent Michigan Schools & Teresa Clark (AIMS)

Ohio Heads of School Meeting
Dan Dodd, Ohio Association of Independent Schools (OAIS)

Thursday, January 30, 2014
Mid America Club, 200 East Randolph, 80th floor
6:00 pm – Reception
7:00 pm – Dinner
Pre-registration was required. Transportation provided only in inclement weather.

Friday, January 31, 2014
Continental Breakfast *** 7:30 am – 9:15 am

Friday, January 31, 2014
Visiting Team Workshops *** 8:00 am – 9:30 am
(Continental Breakfast)

Beginning Visiting Team Leader Training
Alice Munninghoff, former Head, Notre Dame de Sion School (MO) & Matthew Gould, Community School (MO)
Have you been a member of a visiting team, perhaps several times? Do you plan...would you like to lead a visiting team? Participating in the ISACS training session for visiting team leaders is your next step toward team leadership. Members of the Evaluation Review Committee will lead a discussion of issues and effective practices in team leading. The session will include an important packet of information to help guide you for your first visiting team leadership experience.

Experienced Visiting Team Leaders – Filling a “Tool Box”
Kevin Rooney, ISACS
Are you an experienced team leader? Have you collected and do you enlist a number of successful practices that ensure smooth and efficient visiting team experiences? The presenters will focus the conversation around your practical steps and practices that are tried and true. The goal of the session will be to share, to gather, and to expand procedures. As possible, materials will be collected and distributed to the group within a few weeks following the session.

Friday, January 31, 2014
Special Session *** 8:30 am – 9:15 am
(Continental Breakfast)

IAIS/ISACS Meeting - 2014 Annual Conference Planning, ISACS staff
Friday, January 31, 2014
Workshop Session III *** 9:30 am – 10:45 am

The Head's Perspective on Blended Learning
Courtney Cavellier, Shattuck-St. Mary’s School (MN)
Why should an independent school consider incorporating blended learning as part of its curriculum? Over the course of the past five years, Shattuck-St. Mary’s School has established a fully-integrated blended learning program. Cavellier will share the school’s experience, from early concept formation through program realization and evaluation.

The Head's Perspective on Managing Adults in Schools
Robert Evans, The Human Relations Service
To lead a school is to be a “projection target” for the adults in the community, both teachers and parents. The head is the one to whom everyone can turn, the one upon whom everyone can project their wishes, fears, desires to be special, anxiety at being found inadequate, and so on. This is a burden that can be exhausting—one is always seen as “in role”—but also a source of influence in shaping a school’s culture and direction. Evans will explore both of sides of this key feature of leadership.

The Head's Perspective on Communications in a Crisis: Before, During & After a Crisis
Jane & Jim Hulbert, The Jane Group
When a crisis hits your school, time is the enemy, not the media, parents or other constituents. While we can’t predict most crises, schools can take important steps in advance. The ten most crucial steps to take during a crisis including the challenging balancing act of when, what and how to communicate in crisis times will be presented. A case study will be shared regarding a security crisis that occurred at an NAIS school. Managing the media can be difficult and create more stress to an already stressful time. This session will teach proven management techniques that will help, especially when the media just ‘show up’ and demand to speak to the head. For example, how to say “no comment” without saying “no comment” when you’re ambushed. Crisis guidelines will be shared.

The Head's Perspective on Independent School Business Operations
Jeff Shields, National Business Officers Association (NBOA)
The financial world of independent schools has changed dramatically since the economic downturn of 2008. In this environment, the financial health of your independent school has a direct impact on your program, services, and the fulfillment of your mission. How do you, as the head of school, lead during these uncertain times? First, understand that your business officer is your strategic partner in this process. Second, clarify and maximize the financial drivers impacting your school and be prepared to make crucial but necessary choices. And third, work with your business officer and your leadership team to educate and inform trustees, faculty, and administrative staff, how they can help you ensure your school’s long-term financial sustainability. The session objectives are: explore the changing role of the business officer and the key elements of the partnership with the head of school; clarify the primary expense and revenue drivers at your school and discuss the choices 21st century schools are making to ensure long-term financial sustainability; and identify resources available to your school to jump start these conversations with key stakeholders.

Friday, January 31, 2014
Workshop Session IV *** 11:00 am – 12:15 pm
(Sessions repeated from Workshop Session III)

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Courtney Cavellier, Shattuck-St. Mary’s School (MN)
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Friday, January 31, 2014
Banquet Luncheon & Keynote Presentation *** 12:15 pm – 2:00 pm

The Health of the Head
Robert Evans, The Human Relations Service
There is much to treasure about school leadership, but the price can be high. Even very successful heads find that the demands of the job keep increasing, cutting more deeply into personal and family time, into a marriage, into parenting—into one’s well-being. Drawing on extensive discussions he’s had with groups of heads about these issues in recent years, Evans will offer practical ways to address them.

Note: The Annual Heads of School Conference officially ends at 2:00 pm on Friday, January 31, 2014, but for those who can stay, we offer a choice of three bonus workshops:

Friday, January 31, 2014
Bonus Workshop Session *** 2:15 pm – 3:30 pm

Q & A: Everything You Always Wanted to Know
Robert Evans, The Human Relations Service & Keith Shahan, ISACS
No matter what your question—Is there life after headship? Why do so many mediocre heads seem to sail through, while good heads like me suffer unfairly? How can I rein in rogue trustees?—Shahan and Evans can help. Wonder where you can share the unbelievable situations you encounter, the ones you can’t mention at school? This is where. Spend more than an hour and go home a new person.

The Head’s Perspective on Legal Matters
Leo J. Athas, Retained ISACS General Counsel
Today’s legal environment is more complicated than ever. ISACS’ ever-ebullient Leo Athas, will review developments in the field and offer advice to heads on how to avoid the judicial system—call it preventive medicine against lawsuits and other legal entanglements.

What the Data Says: Where to Focus Your Efforts
Andrew Foote, Measuring Success
Heads of Schools face tough decisions every year on where to focus time and energy. What actions will affect enrollment? How do you increase revenue? From surveying over 9,000 ISACS alumni, parents, and parents of alumni, we’ve unearthed trends to allow Heads of Schools to invest in value-added areas and approaches to increase charitable giving. Stop wasting time and find out which areas fellow ISACS schools are using to get the “biggest bang for their buck”. Please see the Measuring Success insert in the on-site conference folder for additional information.