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## Upcoming FCIS Events

**New Teacher Institute**  
September 15-17, 2019  
Mission Inn Resort,  
Howey-in-the-Hills

**Leadership Partners through Principles of Good Governance**  
October 6-7, 2019  
Hyatt Regency Int'l Airport,  
Orlando

**Pre-Conf: ISM**  
November 6, 2019  
Hyatt Regency Airport,  
Orlando

**Business Officers' Pre-Conf**  
November 6, 2019  
Hyatt Regency Airport,  
Orlando

**Annual Convention**  
November 7-8, 2019  
Hyatt Regency Airport,  
Orlando

## from the executive director...

Welcome back to another new school year! As I have talked with heads and administrators around the state, I believe that this year promises to be an outstanding one! All of us at FCIS wish each of you well as you are embarking upon the 2019-20 school year!

Just as all of you have put significant time into planning for the upcoming school year, FCIS has engaged in similar practices to promote our schools and programs.

- We have spent considerable time analyzing the **Accreditation Portal** and working with our developer to promote the portal's efficiency.
- We have explored additional ways to enhance our accreditation training, as well as new locations for that training.
- We are expanding offerings in our **Leadership Academy**:

- ◇ The initial **Aspiring Administrators' Institute** was conducted in late July with a class of 24 participants.
- ◇ Plans are underway for a follow-up program for **Aspiring and New Administrators** to take place during the Summer Symposiums in **June 2020 in Tampa**.
- ◇ **Additional webinars** are being planned to enhance other leadership institutes that already exist.

- We have been exploring new ways to complement our collaborative partnership with **The Klingenstein Center for Independent School Leadership** at Teachers College, Columbia University, New York City, New York.
- The summer has brought additional time for the planning of the first **FCIS Early Childhood Institute**, which will be held on February 1, 2020 at The Doubletree SeaWorld Orlando, Orlando.

As you can see, FCIS continues to work diligently to implement the new accreditation process and protocols, as well as to enhance our professional development programs, especially in the area of **leadership**.

**Upcoming Events.** FCIS has opened registration for various institutes that are a part of our Dale D. Regan

Leadership Institute. The **Prospective Heads Institute (PHI)** is now entering its eighth year; that institute includes three tracks that have included 137 participants in the past seven years. Approximately 20 percent of those participants have gone on to be heads of school. The 2019-20 PHI will begin with an introductory webinar on September 18. Along with webinars and a gathering at the FCIS Convention, PHI will hold a two-day seminar at Howey-in-the-Hills on January 8 and 9.

On October 6 and 7, FCIS will once again offer **Leadership Partners through Principles of Good Governance**; this two-day seminar is designed for heads and board chairs to focus on the leadership partnership necessary to promote a healthy independent school environment. Research indicates that governance plays a major role in the transitions in the headship.

**FCIS Welcome.** Please join me in extending a warm welcome to our **15 new FCIS Heads**. This summer, twelve of our new heads registered for the New Heads' Institute at the Hyatt Regency Coconut Point Resort, Bonita Springs. I was invigorated by the three days spent with the new heads; the 2019 New Heads class is a talented group of individuals who show great promise in effectively leading our FCIS schools. New heads will be honored at the FCIS President's Reception at the 2019 annual convention this fall. I am sure that all of you will join me in supporting our new heads in their new roles.

**2019 FCIS Convention.** Please mark **November 6 through 8** on your calendars for the annual FCIS Convention to be held at the Hyatt Regency Orlando International Airport. Cynthia Lane, Sweetwater Episcopal Academy, and Byron Lawson, Trinity Preparatory School, have been working diligently as convention co-chairs to assist Alison Carlson, FCIS Director of Professional Development, in planning this important event. Keynote speakers include **Richard Weissbourd, Ed.D.**, Senior Lecturer and Director of Making Caring Common, Harvard Graduate School of Education and **Denise Pope, Ph.D.**, Senior Lecturer, Stanford Graduate School of Education and Co-Founder, Challenge Success.

*Barbara H Hodges, Ed.D.*  
Executive Director

# FCIS Professional Development Calendar

Mark your calendars for these upcoming professional development opportunities.

## 2019-2020

<p><b>New Teacher Institute</b> September 15-17, 2019 Mission Inn Resort, Howey-in-the-Hills</p> <p><b>Leadership Partners through Principles of Good Governance</b> October 6-7, 2019 Hyatt Regency Int'l Airport, Orlando</p> <p><b>Pre-Conf: ISM</b> November 6, 2019 Hyatt Regency Airport, Orlando</p> <p><b>Business Officers' Pre-Conf</b> November 6, 2019 Hyatt Regency Airport, Orlando</p> <p><b>Gathering for New &amp; Prospective Heads</b> November 7, 2019 Hyatt Regency Airport, Orlando</p>	<p><b>Annual Convention</b> November 7-8, 2019 Hyatt Regency Airport, Orlando</p> <p><b>Prospective Heads' Institute I, II &amp; III</b> January 8-9, 2020 Mission Inn Resort, Howey-in-the-Hills</p> <p><b>Accreditation Training</b> January 14, 2020 The Bolles School, Jacksonville</p> <p><b>Accreditation Training</b> January 16, 2020 Gulliver Schools, Miami</p> <p><b>Academy for High Performing Educators</b> January 26-28, 2020 Corbett Prep at IDS, Tampa</p>	<p><b>Early Childhood Institute</b> February 1, 2020 The Doubletree SeaWorld, Orlando</p> <p><b>Winter Symposiums</b> February 5-6, 2020 Pine Crest School, Fort Lauderdale</p> <p><b>Business Officers' Conference</b> May 3-5, 2020 Renaissance Hotel, Orlando</p> <p><b>Heads' Retreat</b> June 15-17, 2020 South Seas Island Resort, Captiva Island</p> <p><b>Summer Symposiums</b> June 24-25, 2020 Corbett Prep at IDS, Tampa</p>	<p><b>LEADERSHIP ACADEMY</b> Sheraton Sand Key, Clearwater</p> <p><b>New Heads' Institute</b> July 23-25, 2020</p> <p><b>Finance Institute</b> July 24, 2020</p> <p><b>Fundraising Institute</b> July 25, 2020</p> <p><b>Aspiring Administrators' Institute</b> July 26-27, 2020</p> <p><b>Administrators' Institute</b> July 26-28, 2020</p>
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## Legal Webinars with Suzanne Bogdan

*Part 1: Dealing with Difficult  
Parents; and Part 2: Immunization Issues*

Sept. 27, 2019 @ 12:00 p.m.

*Part 1: ADA Website Accessibility; and  
Part 2: Service/Comfort  
Animals*

Oct. 24, 2019 @ 12:00 p.m.

*Investigations/Discipline*

Nov. 13, 2019 @ 12:00 p.m.

*Vaping, Medical Marijuana,  
and Hemp*

Dec. 17, 2019 @ 12:00 p.m.

*Employee Separations and  
Reductions in Force*

Jan. 13, 2020 @ 12:00 p.m.

*Enrollment contracts, perpetual  
contracts, and enforcement*

Feb. 11, 2020 @ 12:00 p.m.

## New Heads of School

**Jerome Murphy**

Academy at Ocean Reef  
Ocean Reef

**L'Tanya Evans**

Academy Prep Center of Tampa  
Tampa

**Jennifer Ketchum, Interim**

Beaches Episcopal School  
Jacksonville Beach

**Thomas Reid, Interim**

The Benjamin School  
North Palm Beach

**Gray Smith**

Gulf Stream School  
Gulf Stream

**Marilucy Amezquita**

Mandelstam School  
South Miami

**Mariandl Hufford**

Miami Country Day School  
Miami

**Bruce Fawcett**

North Broward Preparatory School  
Coconut Creek

**Fanning Hearon**

Palm Beach Day Academy  
Palm Beach

**Jeff Mudrow**

Sarasota Christian School  
Sarasota

**Hugh Jebson**

St. John's Episcopal Parish Day School  
Tampa

**Ed Costello, Interim**

St. Mark's Episcopal Day School  
Jacksonville

**Dr. Spence Taintor**

St. Mark's Episcopal School  
Ft. Lauderdale

**Dr. Jasmine Harris**

St. Philip's Episcopal School  
Coral Gables

**Dr. Steven Lyng**

Windermere Preparatory  
School



**DASL DATA ENTRY IS OPEN  
AND CLOSES ON OCTOBER 9**



DASL is a must-have tool for driving strategic conversations at your school. Adding accurate and complete data will help you lead and promote excellence. It also provides members with access to resources such as the NAIS DASL Databook.

There are two exciting changes this year. Based on input from over 900 DASL users, NAIS streamlined questions and removed the ones that were rarely answered and/or rarely used in reporting. NAIS also aligned its questions and data with the U.S. Census.

Also check the DASL site regularly for updates, webinars, tips, and more. Please feel free to contact them at [daslhelp@nais.org](mailto:daslhelp@nais.org).

Complete Data: <https://dasl.nais.org/Public>



# New Heads' Institute / Finance Institute / Fundraising Institute

July 25-27, 2019

Hyatt Regency Coconut Point, Bonita Springs

This year, 12 new FCIS Heads registered for a three-day institute at the Hyatt Regency Coconut Point in Bonita Springs. New heads participated in workshops on governance, board/head relationships, enrollment management, accreditation, Florida demographics, legal issues, financial sustainability, budgeting, and fundraising. Informal discussions were held during the lunches and dinners.

The final day of the institute was devoted to fundraising, and Heads, Business Officers, and Advancement Officers from FCIS schools joined our new Heads to hear a full day of topics, including: *Governance, Essential Components of Successful Fundraising, Building a Culture of Philanthropy by Engaging Leadership, Giving and Getting, Capital Campaigns, The Art of the Ask, Major Giving, Effective Prospect Research, Minding Your Philanthropic Manners, and Hiring, Attracting and Retaining Development Professionals.*

As a separate opportunity, Heads, Business Officers, Division Heads, and Advancement Officers attended the Finance Institute for a full-day workshop. In the morning, participants got an overview of independent school finance, including budgets, financial aid, and net tuition revenue. Participants also discussed important financial aid metrics that their schools should be tracking and monitoring year by year and how to identify and slow down or turn around negative trends. In the afternoon, participants explored questions school leaders should ask, and the corresponding data each school should have, in relation to the school's financial health, its recent history, and its future projections. Participants discovered techniques used to gather and track data and reviewed sample schedules prepared annually, including financial aid models, cost effectiveness by division, net tuition revenue by grade, dashboards, and benchmarking. Participants received long-range planning tools to assist their schools in obtaining the necessary data to make informed decisions, as well as analyze, project, and present the future impact of those decisions to the leadership of their school.

We want to thank all of our engaging and informative speakers: Palmer Ball, Palmer Ball Consulting LLC; Suzanne Bogdan, Partner, Fisher & Phillips LLP; Peter J. Gallo, Ph.D., Director of Development, The Landon School in Bethesda, MD; James Milford, Head of School, Maclay School; Dr. Jan Pullen, Head of School, Saint Stephen's Episcopal School; and our Executive Director, Dr. Barbara Hodges. Based on the positive feedback from these events, participants found the speakers knowledgeable and accessible and their expertise on the wide variety of topics invaluable. Participants also enjoyed networking and sharing experiences with each other and building supportive relationships within this cohort.



## Aspiring Administrators' Institute

July 28-29, 2019

Hyatt Regency Coconut Point, Bonita Springs

This summer, FCIS launched the *Aspiring Administrators' Institute*, a new professional development opportunity designed to strengthen leadership capacity in our schools by developing, supporting, and mentoring emerging leaders in their personal and professional journey.



In July, 24 FCIS aspiring and new administrators gathered at the Hyatt Regency Coconut Point in Bonita Springs to participate in workshops that focused on developing their own leadership skills and deepening their understanding of leadership in independent schools. On the first day, a panel of experienced FCIS Division Heads, shared their own leadership paths and explored the peaks and valleys of day-to-day life as an administrator. Participants examined and affirmed their own professional talents and interests and developed a vision for their career planning.

On the second day, Barbara Beachley, Director of Advisory Services, Independent School Management (ISM), facilitated a full-day program, *Define Yourself as a Leader and Chart Your Path*. Participants examined management team structure, what it means to be an academic leader, and the responsibilities and challenges of school administrators. Participants also explored their own vision and motivation for becoming leaders, as well as personal strengths, challenges, and work styles. Participants left with an understanding of what leadership is and what to expect as an academic leader, concrete tools for assessing faculty culture, and an action plan charting their path to the next level.





# Administrators' Institute

## July 28-30, 2019

### Hyatt Regency Coconut Point, Bonita Springs

At the end of July, FCIS administrators also gathered at the Hyatt Regency Coconut Point in Bonita Springs to participate in relevant and informative workshops, to engage in informal discussion groups, and to network with colleagues from across the state. On the first day, Melissa Alton, FCIS Director of Accreditation, provided an overview of the new self-study process utilizing the FCIS Accreditation Portal, the pre-visit, as well as the "nuts and bolts" of preparing for the evaluating team's arrival.

On the second day, Marin Burton, Ph.D., Senior Faculty of Societal Advancement at the Center for Creative Leadership, presented *Leveraging Polarities: Developing leadership skills for managing everyday tensions*. Marin explored Polarity Thinking and how leaders can use this lens to effectively manage individual, team or organizational challenges. Participants engaged with a mapping tool that helps identify the upsides and downsides of each pole in order to see the entire polarity to be managed. Participants left with an increased understanding of polarities and tensions that exist within leadership roles, more developed self-awareness about relevant polarities and preferences about core leadership tasks, and an understanding of polarity mapping as a tool to develop action plans for increasing leadership effectiveness. Later that day, participants who had ever considered becoming a Head were encouraged to attend a Q&A session with our Executive Director, Dr. Barbara Hodges.

On the last day, Barbara Beachley, Director of Advisory Services at Independent School Management (ISM), presented *Support Student Success with Faculty Growth and Evaluation Framework*. Barbara introduced a ground-breaking growth and evaluation framework for faculty. Participants examined ISM's most recent research on what independent school faculty look for in a work environment and what students look for, as well as the critical relationships between leadership, growth and evaluation, faculty culture, and student performance. Participants learned how to use growth and evaluation frameworks for Heads, administrators, and non-teaching staff that round out the process to ensure a growth-focused and mission-aligned culture across all areas of the school. Participants left with the purpose and desired outcomes of faculty growth and evaluation; the biggest mistakes schools make in approaching growth and evaluation; tools to assess and strengthen faculty culture and the student experience; and tools for evaluating Heads, administrators, and non-teaching staff.

Participants of both Institutes took full advantage of connecting with educators from peer schools and enjoyed learning from each other and building the foundation for professional learning networks for ongoing collegial support.

Special thanks to our engaging and informative speakers and to the Hyatt Regency Coconut Point for their warm hospitality and delicious food.

