



**2020 Heads Conference: An Annual Exploration of School Leadership**  
**Thursday, January 30 – Friday, January 31**  
**Session Descriptions**

**Thursday, January 30, 2020**  
**Continental Breakfast \*\*\* 8:30 – 9:15 am**  
**First-time attendee meet & greet**  
**Breakfast sponsored by CCS Fundraising**

**Thursday, January 30, 2020**  
**Keynote Presentation \*\*\* 9:30 – 10:30 am**  
**Sponsored by Magnus Health**

**Executive Presence: Deconstructing “Gravitas”**

*Brooke Vuckovic, Kellogg School of Management at Northwestern University*

Those rising to the upper ranks of an organization often give—or receive—the feedback that they need to develop “executive presence” or “gravitas.” Unfortunately, though this feedback is suggestive, it is almost entirely unhelpful for someone looking to make real change. They wonder: “Where am I going astray? What do ‘executive presence’ and ‘gravitas’ mean anyway? And, how can I work on that?” In this session, we will deconstruct what is most commonly referred to as the lack of executive presence and/or gravitas. Participants will then actively work to diagnose the common issues that they see in the workplace (in themselves or those they lead). By the end of this session, participants will have a set of tools that allow them to probe this feedback when given to them and strategies to give more helpful feedback (and great resources) to those they lead.

**Thursday, January 30, 2020**  
**Session I \*\*\* 10:45 am – Noon**

**Roundtable with Brooke Vuckovic**

*Brooke Vuckovic, Kellogg School of Management at Northwestern University*

Bring your questions and discussion points for follow-up conversation with Brooke Vuckovic.

**Protecting Students from Predators: Challenges in Independent Schools**

*Deborah Daniels, Krieg Devault & Gareth Vaughan, Park Tudor School (IN)*

This session will examine the challenges facing schools as they strive to protect students from faculty and staff sexual misconduct. In particular, the session will consider the role of an Independent Monitor in supporting and advising schools on matters of child protection and providing a channel for confidential communications from community members regarding concerns about abuse. The presenters will review what is known about predators and consider how this knowledge should inform school policies and employee training. Emphasis will be placed on proactive forms of training and policies designed to prevent grooming and behaviors that blur boundaries. Some of the steps that need to be taken when abuse cases come to light and aspects of independent schools that can present challenges when addressing issues of child protection also will be discussed. (This session will be repeated.)

## **Weathering a Storm: Sustaining a Strong Head-Board Chair Partnership in Challenging Times**

*Randall Dunn & Georgy Ann Peluchowski, Latin School of Chicago (IL)*

In the life of every school, challenges arise that test leadership. Strong partnerships between heads and boards create the best conditions for successfully navigating these times. Our school went through its own challenge just as we began working together. Join us as we discuss how we built a partnership that allowed us and our school not just to survive, but to thrive. It is possible to weather the storm, it just takes preparation, patience, and the right partnership.

## **20<sup>th</sup> Edition of ISACS Standards for Membership**

*Dawn Klus, ISACS*

After extensive work on the part of ISACS staff and the Accreditation Review Committee, along with input from focus groups representing heads of school, visiting team leaders, and steering committee chairs, the ISACS Standards for Membership have been revised for release in 2020. The ISACS board of trustees has approved the revisions and recommends the updated standards to the membership for approval by vote at the annual meeting on January 31. Klus will provide background for the revisions and address questions about the revised standards.

**Thursday, January 30, 2020**

**Banquet Luncheon & ISACS Update \*\*\* 12:15 – 1:15 pm**

### **ISACS Update**

*Claudia M. Daggett, Executive Director & Mary Menacho, Executive Director Designate*

**Thursday, January 30, 2020**

**Session II \*\*\* 1:30 – 2:45 pm**

## **Beyond the Data: Enrollment & Marketing Through Human Connection**

*Mike Vachow, Knuckleball Consulting & Carly Andrews, Baker Demonstration School (IL)*

Over the last 20 years, independent school enrollment professionals have become increasingly adept at mining and analyzing data to guide their efforts, but what are the essential skills and strategies they use when those data points materialize into hopeful families arriving on campus, ultimately enrolling, and soon enough making a decision about re-enrolling? And how do they enlist their colleagues in the enrollment and marketing enterprise? In this session we'll explore the ideal profile of a director of enrollment, and we'll track their relationship-building efforts to see how the best enrollment professionals grow in their role as chief connector. (This session will be repeated.)

## **Building a Culture of Dialogue in an Age of Contentious Elections & Other Sources of Conflict**

*Geoff Wagg, Waynflete School (ME)*

Are you ready? The impending 2020 election has educators on edge about how to meaningfully engage all students in respectful conversations about current events. Learn how Waynflete School has developed tools and strategies to harness the power of dialogue across differences. Discover Waynflete's "Can We?" Project and Third Thought Initiatives for Civic Engagement that center on students leading authentic conversations about the most challenging topics of our time. This powerful approach can prepare your community for the 2020 election, while strengthening your school culture and building community relationships beyond school walls. (This session will be repeated.)

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

*Kathryn Beaumont Murphy, Saul Ewing Arnstein & Lehr*

What keeps you up at night? The difference between a service dog and an emotional support squirrel? Vaping and cannabis on campus? Maybe it's a flu pandemic, or the new federal wage and hour laws, or even the Varsity Blues scandal. Murphy will hit these trending topics, as well as those perennially at the top of schools' risk dashboards, such as historic sexual abuse allegations, student mental health accommodations, and cyberbullying. Leave with a checklist to mitigate these risks and hopefully a good night's sleep ahead. (This session will be repeated.)

## **Protecting Students from Predators - Challenges in Independent Schools**

*Deborah Daniels, Krieg Devault & Gareth Vaughan, Park Tudor School (IN)*

This session will examine the challenges facing schools as they strive to protect students from faculty and staff sexual misconduct. In particular, the session will consider the role of an Independent Monitor in supporting and advising schools on matters of child protection and providing a channel for confidential communications from community members regarding concerns about abuse. The presenters will review what is known about predators and consider how this knowledge should inform school policies and employee training. Emphasis will be placed on proactive forms of training and policies designed to prevent grooming and behaviors that blur boundaries. Some of the steps that need to be taken when abuse cases come to light and aspects of independent schools that can present challenges when addressing issues of child protection also will be discussed.

## **Visiting Team Leader Training**

*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 leading accreditation teams and invite input for future training. Both aspiring and experienced visiting team leaders will discuss case studies exploring challenging topics that can emerge during the visit. A review of visiting team leader responsibilities along with an introduction of supplemental information to further enhance team success will be included.

<b>Thursday, January 30, 2020</b> <b>Conclaves *** 3:00 – 3:45 pm</b>
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**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**

**Bonus Session: Play the Blues (3:00 – 4:45 pm)**

*Jason Patera, Chicago Academy for the Arts (IL)*

Participate in a hands-on musical experience for novice and expert alike.

<b>Thursday, January 30, 2020</b> <b>Conclaves *** 4:00 – 4:45 pm</b>
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**Boarding schools**

**Montessori schools**

**Learning differences schools**

**Progressive schools**

**Bonus Session Continued: Play the Blues (3:00 – 4:45 pm)**

*Jason Patera, Chicago Academy for the Arts (IL)*

Participate in a hands-on musical experience for novice and expert alike.

**Thursday, January 30, 2020**  
**6:00 pm – Reception & Dinner at Osteria Via Stato**  
**Pre-registration required. Transportation will be provided.**  
**Sponsored by Flik Independent School Dining**

**Friday, January 31, 2020**  
**Continental Breakfast \*\*\* 7:30 – 9:15 am**

**Friday, January 31, 2020**  
**Regional Association Meetings \*\*\* 8:15 – 9:15 am**

**ISSL Head of School Planning Meeting for 2020 Annual Conference**  
*ISACS Staff & Jamie Driver, ISSL*

**AIMS Head of School Meeting**  
*Meredith Schindler, AIMS President & Sam Kennedy, AIMS*

**IAIS Head of School Meeting**  
*Diane Borgmann, IAIS President*

**KAIS Head of School Meeting**  
*Stephen Manella, KAIS President*

**OAIS Head of School Meeting**  
*Dan Dodd, OAIS*

**Friday, January 31, 2020**  
**Keynote Presentation \*\*\* 9:30 – 10:30 am**  
**Sponsored by 12M Recruiting & Ed Tech Recruiting**

**Zealous Parents & Varsity Blues**  
*Tom Cook, Rollins College*

The “Operation Varsity Blues” scandal has focused attention on the excesses of the highly competitive admissions process for elite universities. This keynote will present an analysis of the parents’ conduct from a larger ethical perspective. Parents are permitted (and expected) to go to remarkable lengths to ensure their children’s success in life. Yet the recently-revealed parental fraud and manipulation definitely go too far. Can we draw bright lines between praiseworthy parental support, excessive (but tolerable) hyper-parenting, and the extremes of Varsity Blues? The session will conclude with thoughts on the ways independent schools often (wittingly and unwittingly) encourage the pressure, fear, and elitism that motivate the malefactors—and the opportunity these schools have to help remedy the excess.

**Friday, January 31, 2020**  
**Session III \*\*\* 10:45 am – Noon**

**Roundtable with Tom Cook**  
*Tom Cook, Rollins College*  
Bring your questions and discussion points for follow-up conversation with Tom Cook.

## **Building a Culture of Dialogue in an Age of Contentious Elections & Other Sources of Conflict**

*Geoff Wagg, Waynflete School (ME)*

Are you ready? The impending 2020 election has educators on edge about how to meaningfully engage all students in respectful conversations about current events. Learn how Waynflete School has developed tools and strategies to harness the power of dialogue across differences. Discover Waynflete's "Can We?" Project and Third Thought Initiatives for Civic Engagement that center on students leading authentic conversations about the most challenging topics of our time. This powerful approach can prepare your community for the 2020 election, while strengthening your school culture and building community relationships beyond school walls.

## **Stemming the Tide: Key Practices for Fostering Resilience & Social-Emotional Intelligence in Children & Adolescents**

*Caroline Adelman & Kelly Dunn, Chicago Psychotherapy*

This session will integrate research and best practices from multiple disciplines to answer the question: In these highly uncertain and complex times, what can schools and families do to help our children thrive? Research from the fields of psychology, child development, developmental neuroscience, and education will be integrated to offer participants an understanding of the key practices that promote healthy social-emotional development and build resilience among our students. (This session will be repeated.)

## **Changing Admissions & Financial Aid Focus from Student Headcount to Net Tuition Revenue**

*Palmer Ball, Palmer Ball Consulting*

As financial aid becomes a larger portion of school budgets, and thus a larger component of student recruitment and retention, schools need to change their budget focus and admissions goal setting from student headcount to net tuition revenue (NTR). Participants will receive and review templates that allow a school to annually monitor and track its NTR, NTR per student, and NTR per grade. The session will also identify important financial aid metrics schools should be monitoring year by year, with recommendations on how to identify and slow down or turn around negative trends.

**Friday, January 31, 2020**  
**Banquet Luncheon \*\*\* 12:15 – 1:15 pm**  
**Sponsored by Sage Dining Services**

## **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 2020.

**Friday, January 31, 2020**  
**Session IV \*\*\* 1:30 – 2:45 pm**

## **Beyond the Data: Enrollment & Marketing Through Human Connection**

*Mike Vachow, Knuckleball Consulting & Carly Andrews, Baker Demonstration School (IL)*

Over the last 20 years, independent school enrollment professionals have become increasingly adept at mining and analyzing data to guide their efforts, but what are the essential skills and strategies they use when those data points materialize into hopeful families arriving on campus, ultimately enrolling, and soon enough making a decision about re-enrolling? And how do they enlist their colleagues in the enrollment and marketing enterprise? In this session we'll explore the ideal profile of a director of enrollment, and because we know such a model of perfection does not exist, we'll track their relationship building efforts to see how the best enrollment professionals grow in their role as chief connector.

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

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### **Essential Long-Range Financial Planning Tools for Every School**

*Palmer Ball, Palmer Ball Consulting*

This session will identify questions heads and trustees should ask and the corresponding data each school should have in relation to the school's financial health, recent history, and future projections. Review tools and sample presentation formats and receive templates you can implement at your school, including net tuition revenue analysis, five-year NAIS DASL trends and comparison with benchmark schools, cost effectiveness by division, faculty salary analysis with public schools and benchmark schools, and a one-page financial dashboard.