



# ISACS

## HEADS CONFERENCE

### An Annual Exploration of School Leadership

Thursday, January 30 –  
Friday, January 31, 2020

SWISSÔTEL • CHICAGO, IL

## KEYNOTE PRESENTATIONS

### 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.



**BROOKE VUCKOVIC** is a coach and educator focused on helping executives define their purpose and presence as leaders—stretching them to become more focused, non-reactive, and clear on who they are, where they’re going, why they lead, and what the circumstances they face demand of them. She received her MA and PhD from the University of Chicago and is a clinical professor of leadership at the Kellogg School of Management at Northwestern University, where she teaches on a wide variety of leadership topics in the executive and full-time MBA programs.

### 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 talk 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.



**TOM COOK** is a professor in the department of philosophy and religion at Rollins College in Winter Park, Florida. His own degrees are from Johns Hopkins and Vanderbilt. He is the recipient of several local and national teaching awards, and over the years he has held guest professorships at Williams College and at universities in Germany, Turkey, and India. His scholarship has focused on the history of philosophy, and he has authored two books and dozens of scholarly articles on Spinoza. Most recently he has been publishing in the field of medical ethics, co-editing an anthology on ethical dilemmas in pediatric cardiology and cardiac surgery.

## LUNCHEON PRESENTATIONS

### ISACS Update

**CLAUDIA M. DAGGETT, ISACS EXECUTIVE DIRECTOR**

**MARY MENACHO, ISACS EXECUTIVE DIRECTOR DESIGNATE**

### ISACS Annual Meeting

**ISACS EXECUTIVE COMMITTEE**

Members of the ISACS Executive Committee will report on the state of the association, and members will vote on standards revisions and the slate of new trustees and officers.

## SESSIONS

### 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.

### 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.

### 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.

### Roundtable with Tom Cook

TOM COOK, ROLLINS COLLEGE  
Bring your questions and discussion points for follow-up conversation with Tom Cook.

### 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.

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

RANDALL DUNN & GEORGY ANN PELUCHIWSKI, 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.

### 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.

### 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.

### 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.

### Play the Blues

JASON PATERA, CHICAGO ACADEMY FOR THE ARTS (IL)  
A hands-on, improvisational musical experience for the novice and expert alike.

### 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.

### Roundtable with Brooke Vuckovic

BROOKE VUCKOVIC, KELLOGG SCHOOL OF MANAGEMENT  
Bring your questions and discussion points for follow-up conversation with Brooke Vuckovic.

### 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.

## 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
- Boarding schools
- Learning differences schools
- Montessori schools
- Progressive schools

### BONUS SESSION

- Play the Blues (double session, 3:00 – 4:45 PM)

\* This session will be offered twice.

# PRELIMINARY SCHEDULE

## WEDNESDAY, JANUARY 29

- 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 30

- 8:30 AM Registration, Continental Breakfast & 1<sup>st</sup> Time Attendee Meet & Greet**
- 9:30 – 10:30 AM Keynote Presentation:**  
*Executive Presence: Deconstructing “Gravitas,”* Brooke Vuckovic
- 10:45 AM – NOON Session I:** Select from
- Roundtable with Brooke Vuckovic
  - Protecting Students from Predators: Challenges in Independent Schools
  - Weathering a Storm: Sustaining a Strong Head-Board Chair Partnership in Challenging Times
  - 20<sup>th</sup> Edition of ISACS Standards for Membership
- 12:15 – 1:15 PM Banquet Luncheon:**  
*ISACS Update*, Claudia M. Daggett & Mary Menacho
- 1:30 – 2:45 PM Session II:** Select from
- Beyond the Data: Enrollment & Marketing Through Human Connection
  - Building a Culture of Dialogue in an Age of Contentious Elections & Other Sources of Conflict
  - Hot Legal Issues in Independent Schools
  - Protecting Students from Predators: Challenges in Independent Schools
  - Visiting Team Leader Training
- 3:00 – 3:45 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
  - *Bonus session:* Play the Blues (3:00 - 4:45 PM)
- 4:00 – 4:45 PM Conclaves**
- Boarding schools
  - Learning differences schools
  - Montessori schools
  - Progressive schools
  - *Bonus session continued:* Play the Blues
- 6:00 PM Reception (6:00 PM) Dinner (7:00 PM) at Osteria Via Stato**

## FRIDAY, JANUARY 31

- 7:30 – 9:15 AM Continental Breakfast**
- 8:15 – 9:15 AM Regional Meetings:**
- ISSL & ISACS Planning Meeting for 2020 Annual Conference
  - AIMS, IAIS, KAIS & OAIS
- 9:30 – 10:30 AM Keynote Presentation:**  
*Zealous Parents & Varsity Blues,* Tom Cook
- 10:45 AM – NOON Session III:** Select from
- Roundtable with Tom Cook
  - Building a Culture of Dialogue in an Age of Contentious Elections & Other Sources of Conflict
  - Stemming the Tide: Key Practices for Fostering Resilience & Social-Emotional Intelligence in Children & Adolescents
  - Changing Admissions & Financial Aid Focus from Student Headcount to Net Tuition Revenue
- 12:15 – 1:15 PM Banquet Luncheon:**  
*ISACS Annual Meeting,* ISACS Executive Committee
- 1:30 – 2:45 PM Session IV:** Select from
- Beyond the Data: Enrollment & Marketing Through Human Connection
  - Hot Legal Issues in Independent Schools
  - Stemming the Tide: Key Practices for Fostering Resilience & Social-Emotional Intelligence in Children & Adolescents
  - Essential Long-Range Financial Planning Tools for Every School

## RECEPTION & DINNER: THURSDAY, JANUARY 30

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

# REGISTRATION

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

## DATE & TIME

The Heads Conference begins at 9:30 AM (registration opens at 8:30 AM) on Thursday, January 30 and concludes at 2:45 PM on Friday, January 31, 2020.

## FEE

- \$650 member
- \$750 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 Friday, January 17, 2020.

## 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 2020 Heads Conference” to receive the discounted rate, which is available until 5:00 PM Central on Tuesday, January 7, 2020.

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

Visit [isacs.org/headconference](https://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 [isacs.org/headconference](https://isacs.org/headconference).

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

## THANKS TO THE 2020 SPONSORS



Thursday Breakfast



Thursday Keynote



Thursday Reception & Dinner



Friday Breakfast



Friday Keynote



Friday Luncheon