

2021 LEADERSHIP ACADEMY

TUESDAY, JUNE 22 -
THURSDAY, JUNE 24

A VIRTUAL PROGRAM

ISACS

LEADERSHIP, FINANCE & FUNDRAISING FOR SCHOOL LEADERS

IN PARTNERSHIP WITH THE KELLOGG SCHOOL CENTER
FOR NONPROFIT MANAGEMENT

Northwestern
Kellogg
School of Management

EXECUTIVE EDUCATION

TOPICS

RESILIENCE: MAXIMIZING LEADERSHIP IMPACT & WELL-BEING

MICHELLE BUCK

Independent school leaders inevitably face challenges and opportunities in their leadership journey. Resilience is necessary to persist and maximize their impact, ensuring that they continually bring their best selves to the work of school leadership. This research-based and practically-focused session examines the process of recovering from life's inevitable challenges and setbacks. Practical exercises to transform adversity into opportunities for learning, growth, and even vitality will be shared. The session includes full group discussion and small group breakout time, enabling meaningful dialogue and connection among participants.

LEADERSHIP COMMUNICATIONS

ERNEST DUPLESSIS

This session will focus on the role of the Independent School leader as a communicator to engage, motivate, and inform broad ranging stakeholders. Participants will delve into the challenges of communications using models, research studies, and data to help leaders understand why communication frequently breaks down, particularly in times of crisis. Trends and best practices for making communication more effective in their schools also will be discussed. The session will include mini case studies specific to Independent Schools and will look at illustrations of effective and ineffective communication in the workplace.

LEADING ORGANIZATIONAL CHANGE

BERNIE BANKS

School leaders are called on to identify the need for change in their schools and how the broader context influences this need. This session focuses on how leaders can motivate for change and guide the change process for their schools. These concepts will be developed within the context of a change management discussion, where school leaders will explore the difficulties of managing change, proven change management frameworks, culture's role in change, and tools for resistance management. The frameworks provided are research-tested timeless truths and the applications will be timely for today's Independent Schools.

STRATEGY IMPLEMENTATION

NED SMITH

Two-thirds of organizational strategies fail not due to poor strategy or flawed logic but poor execution. However smart a new strategy may be, it takes informed and strong leadership to make it a successful one in an Independent School setting. This session focuses on strategy implementation, with emphasis on the decisions, actions, structures, and conditions that facilitate the successful attainment of strategic objectives. Our guiding framework involves applying principles of social organization to mobilize the necessary resources to successfully pursue a given strategy.

FINANCE & ACCOUNTING FOR SCHOOL LEADERS

MARIAN POWERS

Many school leaders have moved into leadership because of their commitment to education and the mission of their school. Often, these leaders have not had significant management or business training in specific skills like financial management. This session will address the key principles of financial management including understanding financial statements and the trends represented by the numbers, predicting the financial implications of managerial decisions, and learning to work more effectively with financial executives.

THRIVING IN THE SHIFTING CULTURE OF PHILANTHROPY

LIZ HOWARD

Independent Schools are facing challenges in today's world due to the COVID 19 crisis and many other civic issues in society. As school leaders think strategically about the future, they need to engage with their boards to create and execute action plans to meet their mission goals. Those plans need to include fostering a culture of belonging, fundraising, and engagement of all stakeholders to contribute to the success of the school. In this interactive session, Independent School leaders will engage in dialog about these topics and think critically about their priorities for fundraising and engagement.

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FACULTY



MICHELLE BUCK, PhD is clinical professor of leadership at the Kellogg School of Management at Northwestern University. Previously, she served as the School's first director of leadership initiatives, designing and coordinating opportunities for personal leadership development. Buck has served as academic director of numerous Kellogg executive programs and teaches in Kellogg's Advanced Management Program, the Senior Women's Leadership Program, the Leading Family Enterprises Program, and the Master of Science Program at Northwestern. She has a PhD from Princeton University and a bachelor's from the University of Michigan.



ERNEST DUPLESSIS is the Theodore R. and Annie Laurie Sills Professor of Integrated Marketing Communications at Northwestern University's Medill School of Journalism, Media, Integrated Marketing Communications. An expert in strategic communications, his career includes over 25 years of experience serving as senior vice president of corporate communications and government affairs at Mondelēz International, vice president (VP) of corporate communications at Kraft Foods, VP of investor relations at Grainger, VP of communications at Grainger, and director of public affairs for the U.S. Navy. Duplessis received a master's from Medill and an MBA from the Kellogg School of Management.



BERNIE BANKS, PhD is the associate dean for leadership development and inclusion and a clinical professor of management at the Kellogg School of Management. Banks is responsible for leader development integration across the school's global programs, as well as the generation, integration, and implementation of DEI initiatives. An expert on the subjects of leadership and organizational change, he retired from the U.S. Army as a Brigadier General in 2016. A West Point graduate, Banks holds graduate degrees from Northwestern, Columbia, and Harvard Universities including a PhD from Columbia University.



NED SMITH, PhD is an associate professor of management and organizations at the Kellogg School of Management, associate professor (by courtesy) of Sociology, core faculty member of the Northwestern Institute for Complexity, and faculty associate at the Northwestern Institute for Policy Research. Smith teaches graduate and doctoral courses on strategy and organizational design, social networks, strategic alliances, social media, change management, as well as quantitative research methods. Prior to Northwestern, he was the NBD Bancorp assistant professor of strategy at the University of Michigan Stephen M. Ross School of Business. He received his PhD from the University of Chicago and BAs from Yale University.



MARIAN POWERS, PhD serves on the faculty of the Kellogg School of Management's Executive Education Program. She specializes in teaching financial reporting and analysis to executives. Powers has designed and delivered customized finance and accounting training for corporations and nonprofit organizations. She is co-author of several college accounting textbooks. Her research has been published in *The Accounting Review*, *The International Journal of Accounting*, *The Journal of Accountancy*, *The Journal of Business, Finance and Accounting*, and *Financial Management*.



LIZ HOWARD is the executive director of the Kellogg School Center for Nonprofit Management and a clinical professor of management where she develops and teaches curriculum for MBA students and nonprofit executives. Previously, she served as assistant dean for development for the Kellogg School and was responsible for alumni and individual solicitation as well as corporate and foundation grants. Prior to joining the Kellogg School, Howard served as a fundraising consultant with Charles R. Feldstein & Company. She is a graduate of Northwestern University and holds an MBA from the Kellogg School of Management.

WHO SHOULD ATTEND

Leaders of Independent Schools; we encourage schools to send teams if possible.

VIRTUAL ACADEMY

The Academy will be hosted virtually by the Kellogg School Center for Nonprofit Management at Northwestern University. Registrants must attend all sessions.

DATES & TIMES

Academy registrants must participate in its entirety. Sessions will not be recorded. There will be appropriate breaks daily; a more formal agenda will be provided.

- Tuesday, June 22, Wednesday, June 23 & Thursday, June 24
- Daily: 9:00 am – 6:00 pm central/
10:00 am – 7:00 pm eastern

REGISTRATION FEE

- 1,500/person for ISACS members & non-members
- Through the Claudia M. Daggett Memorial Grant, generously funded by the Skilling and Andrews Foundation, ISACS can provide a subsidized registration fee to all participants. Please note that no other scholarships or team discounts will be available.
- Register at isacs.org/leadershipacademy

CERTIFICATE OF COMPLETION

The Kellogg School Center for Nonprofit Management will provide a certificate of completion to each participant who completes the Academy in its entirety.

CANCELLATION POLICY

There will be no refunds for the 2021 Leadership Academy. At any time, registration may be transferred to another member from the same school.

QUESTIONS? Please contact Karen Zeitlin, director of programs, karen@isacs.org.

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