

# LEADING



with **PURPOSE**



31st Annual  
Association of Colorado Independent Schools

## Leadership Conference

October 10-11, 2019  
Park Hyatt Beaver Creek Resort & Spa  
Beaver Creek, CO

ACIS • 4000 S. Wadsworth Blvd., Ste. 230 • Littleton, CO 80123  
303 444-2201 • [www.acischools.org](http://www.acischools.org)



### Conference Schedule

THURSDAY, OCTOBER 10, 2019		LOCATION
3:00 - 5:00 pm	<b>New Trustee Orientation</b> Monique Davis	Molly Brown
3:30 - 5:00 pm	<b>Circle of Chairs (large schools)</b> <b>Circle of Chairs (small schools)</b> <i>For current and rising board chairs only</i>	Gerald Ford Jack Dempsey
5:30 pm	Registration	Sawatch Foyer
6:00 pm	Reception	Sawatch Foyer
6:45 pm	Dinner	Sawatch Hall
8:00 pm	Panel Discussion <b>Stories About Strategic Leadership</b>	Sawatch Hall

#### Conference Chair

Mark Twarogowski, Head of School  
Denver Academy

Next Year's ACIS Leadership Conference  
October 8-9, 2020

### CONFERENCE REGISTRATION

#### Early Registration (received on or before September 10, 2019)

- Member schools \$375 per person
- Non-member schools \$400 per person
- ACIS school staff \$225 per person for attending only on Friday
- Courtesy Extension **(Members Only)**  
The early registration fee will prevail after 9/10 for member schools that register ten or more participants.

#### Registration (received after September 10, 2019)

- Member schools \$425 per person
- Non-member schools \$450 per person
- ACIS school staff \$275 per person for attending only on Friday

#### Registration Information

- **REGISTER now at [www.acischools.org](http://www.acischools.org)**
- **PAY** by mailing your check to ACIS, 4000 S. Wadsworth Blvd., Ste. 230, Littleton, CO 80123
- \$50 discount for the spouses/partners of conference registrants
- Dinner and Keynote only-\$90.00

NO REFUNDS FOR WORKSHOP CANCELLATIONS AFTER SEPTEMBER 10!

### HOTEL RESERVATIONS

Park Hyatt Beaver Creek Resort & Spa  
Beaver Creek, CO  
(888) 421-1442

Make reservations by September 10, 2019 to assure these rates:  
\$175.00 per night, single or double occupancy.  
(Same price for Deluxe and Standard rooms.  
Suites available for additional charge.)

ROOMS BOOKED ARE CHARGED IMMEDIATELY.  
THERE ARE NO REFUNDS!

Please contact the Park Hyatt Hotel Reservations Department at  
**1 (888) 421-1442**. Identify yourself as an attendee of the  
Association of Colorado Independent Schools conference.

#### Questions?

Visit our website at [www.acischools.org](http://www.acischools.org)  
or contact

**Alan Smiley**, Executive Director  
(303) 444-2201

E-mail: [asmiley@acischools.org](mailto:asmiley@acischools.org)

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### FRIDAY, OCTOBER 11, 2019

	LOCATION
7:15 - 8:15 am	Registration & Book Sale Sawatch Foyer
7:30 - 8:15 am	Breakfast Buffet McCoy's Peak
8:30 - 10:00 am	Keynote: Amy Riley <b>The Road to Predictable and Achievable Enrollment Outcomes</b> Sawatch Hall
10:30 - 11:45 am Concurrent Sessions (Morning)	
	<b>The Power of Purpose and Outcomes Statements</b> Amy Riley Mt. Jackson
	<b>The 4th Industrial Revolution: Implications of a Changing Economy and Workforce</b> Jefferson Burnett Grouse Mountain
	<b>Online Learning: Insights and Innovations</b> Michael Nachbar & Brad Rathgeber H.A.W. Tabor
	<b>Purpose Learning: Giving Meaning to Education</b> Daren Dickson Ouray
	<b>Measuring Inclusion: Starting an Inclusion Dashboard</b> Kalyan Balaven Molly Brown
11:45 - 12:45 pm	Lunch Buffet McCoy's Peak
1:45 - 3:00 pm Concurrent Sessions (Afternoon)	
	<b>Strategic Financial Planning and Enrollment Management</b> Amy Riley Mt. Jackson
	<b>The 4th Industrial Revolution: Implications of a Changing Economy and Workforce</b> Jefferson Burnett Grouse Mountain
	<b>Online Learning: Insights and Innovations</b> Michael Nachbar & Brad Rathgeber H.A.W. Tabor
	<b>Capital Campaigns at Small Schools</b> Ginny Bishop & Kim Rector Ouray
	<b>Measuring Inclusion: Applications for Your Inclusion Dashboard</b> Kalyan Balaven Molly Brown

## PRESENTATIONS AND PRESENTERS

### THURSDAY PANEL DISCUSSION Stories About Strategic Leadership

Three experienced board chairs will share stories about situations that tested their leadership. They will also share important lessons about the challenging commitment of serving as board chair and the value of working strategically.

### FRIDAY KEYNOTE – *Amy Riley* The Road to Predictable and Achievable Enrollment Outcomes

A school's mission and purpose should drive all aspects of enrollment management. Yet navigation can be difficult. Fortunately, there is a well-mapped route to predictable and achievable enrollment outcomes. This session offers an enrollment management roadmap to help reach and maintain your school's enrollment goals. Learn what signs to watch for, when to take a different turn, and how to get back on the road if you're lost. Learn to recognize the signs of a healthy (or unhealthy) school culture—and how to identify and maintain your primary marketplace stance. Take this roadmap back to your school and embark upon the journey to drive the marketing and enrollment outcomes you seek.

**Amy Riley** is a consultant at Independent School Management ([www.isminc.com](http://www.isminc.com)). She has served educational institutions for over 16 years: as an educator at the public secondary and post-secondary levels; as admission and advancement director at a Georgia private school; and as an enrollment management consultant and school culture coach for private-independent schools. She is a regular contributor to *ISM Ideas & Perspectives* and has led workshops for many independent school organizations.

### The Power of Purpose and Outcomes Statements

A brief and evocative mission statement cannot by itself express every aspect of your school's differentiating proposition. Learn how two other statements—the *Portrait of the Graduate* and *Characteristics of Professional Excellence for Faculty*—form a three-part suite called *Purpose & Outcomes Statements* that are mission-critical for optimizing enrollment. Learn what *Purpose & Outcomes Statements* are and why they matter. Learn how to use these statements as the foundation for school marketing and as the operational framework for measuring decisions made on behalf of students. Learn how to: prepare and support your team with a well-defined process; engage your faculty, staff, and administration in the effort, and use your *Purpose & Outcomes Statements* to ensure that all employees are aligned with your school's unique approach to educational excellence.

**Amy Riley:** See biography above

### Strategic Financial Planning and Enrollment Management

Every school has three main financial levers: employee numbers, student enrollment, and tuition revenue. These levers operate in coordination with each other, almost like an algebraic equation. Moving one lever may shift the other two. When you align these three levers with your school's mission and primary marketplace stance, you have a high likelihood of sustaining the enrollment outcomes you seek. The single greatest threat to your school's future is falling out of financial equilibrium. This session is designed to bridge key tenets of strategic financial planning and enrollment management to ensure a well-funded and compelling student experience that is hard income-driven.

**Amy Riley:** See biography above

### The 4th Industrial Revolution: Implications of a Changing Economy and Workforce

It's 2030. The Fourth Industrial Revolution has radically changed our world. Artificial intelligence has recast the workplace and workforce. Lifespans are 100 years and there are as many older workers as there are younger workers. Competition for skilled, mobile, and culturally-aware talent is acute. And education is the only currency. How will independent schools prepare future-ready students, rethink leadership qualities, and reimagine their education and business models? We'll explore this new horizon and the pathways to differentiated value.

**Jefferson Burnett** is senior vice president at the National Association of Independent Schools (NAIS). He leads the Global Initiatives Team, which develops products and services related to global education and international students at independent schools. He also designs, directs, and implements NAIS's engagement strategy, oversees its partnership outreach, and manages the organization's foundation relationships. Jefferson provides thought leadership on governance as well as national and global trends and challenges relevant to the independent school community.

### Online Learning: Insights and Innovations

In the past decade, online learning has become a valuable way to supplement the educational programs offered to independent school students. Employees also learn online to expand their professional community and reduce costs. Both innovations offer promising ways to enhance mission fulfillment and financial sustainability. This interactive workshop will engage participants in learning about this pedagogical innovation from the founders of One Schoolhouse and Global Online Academy. Topics include: the distinct challenges and opportunities for K-12 schools; online learning to support professional development; fostering personalized learning, student agency, and learning engagement with online courses.

**Brad Rathgeber** is the head of school and founding CEO of One Schoolhouse ([www.oneschoolhouse.org](http://www.oneschoolhouse.org)), a consortium that partners with independent schools to expand learning opportunities for students and educators online. He champions an independent school approach to online learning, believing that the best classrooms are relational, challenging, and supportive. Brad has spent his career working in secondary and higher education, including as a teacher/administrator at Holton Arms School.

**Michael Nachbar** is the Executive Director of Global Online Academy ([www.globalonlineacademy.org](http://www.globalonlineacademy.org)), a pioneering network of schools and educators reimaging learning to empower students and educators to thrive in a globally networked society. Michael is a frequent speaker and workshop facilitator at national and international conferences. He presents on such topics as educational trends in schools, modern teaching and learning, and global education. Michael serves on the NAIS board.

### Purpose Learning: Giving Meaning to Education

As our education and economic systems focus more intently on academic achievement and specialization, we are at risk of producing students with impressive technical skills, but without a sense of purpose in their lives. New research on purpose learning illuminates the critical importance of helping students develop a strong sense of purpose—a personal commitment to a meaningful goal that is of consequence to the wider world. This interactive session will describe an innovative program for helping students discover and develop a “noble purpose” for their lives. Participants will explore key principles that support purpose learning, including concrete strategies for integrating them into K-12 schools.

**Daren Dickson** is the chief culture officer at Valor Collegiate Academies, a small charter school organization in Nashville, TN. Daren helped create the Valor Compass—a comprehensive human development model that is central to the educational program. Before starting work at Valor in 2013, Daren spent sixteen years developing his skills as a therapist, clinical and program director, and social justice advocate in California. Daren is also a Denver native.

### Measuring Inclusion: Starting an Inclusion Dashboard

Measuring inclusion at the institutional level is the holy grail supporting diversity, equity, and inclusivity (DEI) work. Often this work is held only in narratives, which lack efficacy in creating long-term change. Reactions to moments of exclusion can have too much influence. Success with building inclusive communities depends on having clear goals and metrics to assess progress and support continuous improvement. This workshop will explore the structures and process for measuring inclusion effectively. Participants will learn the essentials to start creating an inclusion dashboard for their school.

**Kalyan Balaven** is the Director of Teaching and Learning at The Athenian School. He leads the Inclusion Dashboard Consortium on the West Coast and presents regularly on topics ranging from developing cultural competency to facilitating difficult conversations around privilege. He is the recipient of the Eukel Trust Teacher Award, A Better Chance Scholar (ABC) Educator award, and a People of Color in Independent Schools (POCIS) Instructor Award.

### Measuring Inclusion: Applications for Your Inclusion Dashboard

This interactive workshop will encourage strategic thinking about strengthening diversity, equity, and inclusion through an inclusion dashboard. Discussion questions will include the following: What questions for surveying your school community can help create an inclusion dashboard? How could you make use of the resulting data? How could the use of an inclusion dashboard help drive strategic progress at your school? What about the *shadow* dashboard—the expectations or concerns that lie “under the hood” of the institutional vehicle? Participants can expect a lively dialog reflecting the rich diversity of schools they represent.

**Kalyan Balaven:** See biography above.

### Capital Campaigns at Small Schools

With cultivation strategies changing rapidly to meet the evolving landscape of philanthropy, every development office, big or small, needs to be innovative in order to achieve its fundraising goals. This workshop will teach you to think big to cultivate capital campaign support that is audacious and transformational. The presenters will share stories from their diverse backgrounds to offer practical ideas for rethinking campaign strategy to build a deeper connection with donors and ensure success. This interactive workshop is designed for trustees, heads, and development staff at schools with less than 400 students, but all are welcome.

**Ginny Bishop**, Director of Development and Marketing at Montessori School of Denver for the last seven years, has led a transformational capital campaign to establish a new middle school and renovate many other parts of campus. Ginny also led a strategic initiative to fund a one-of-a-kind “vertical farm” whereby students learn how to grow healthy food hydroponically year-round. Her background includes marketing and fundraising for three other ACIS schools and publishing an award winning book on raising healthy tweens—all while her six children attended ACIS schools.

**Kim Rector**, Development Director at Shining Mountain Waldorf School, has worked at the school since 2016. She came with over two decades of experience in the corporate and non-profit sectors that included planning events and managing special projects. Kim has coordinated special events for major corporations, including the world's largest media, film and music festival, South by Southwest (or SXSW). At Shining Mountain, Kim coordinated planning for a major building campaign to redevelop the entire school campus

### Special Offerings on Thursday

#### Circle of Chairs (3:30 to 5:00 pm)

Two experienced board chairs from ACIS will lead roundtable conversations about the critical partnership between school heads and board chairs. Discussions in two separate groups, based roughly on school size, will identify common challenges and proven strategies for effective board leadership. *Only current and rising board chairs may participate.*

#### New Trustee Orientation (3:00 to 5:00 pm)

This workshop explores strategies for effective school trusteeship. Participants will review standards of good practice for boards, clarify roles and responsibilities, and share ideas for working in partnership with administrators to provide strategic leadership for the school. Case study discussions will foster creative engagement, explore application of good governance principles, and address common board challenges.

**Monique Davis** consults with schools regarding board development and governance, strategic planning, branding and marketing, admission strategies and capital campaign implementation. She has led workshops on board governance and 21st century boards at the NAIS Annual Conference. Monique has served as a trustee at the Montessori School of Denver for over eighteen years, with six of those years as board chair.