

PLANNING FOR TODAY ENVISIONING TOMORROW



34TH ANNUAL LEADERSHIP CONFERENCE • OCTOBER 13-14, 2022

LOCATION

Park Hyatt Beaver Creek Resort & Spa
Beaver Creek, CO

HOTEL RESERVATIONS

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

Make reservations by September 14, 2022 to assure these rates:
\$199.00 per night, single or double occupancy.
(Same price for Deluxe and Standard rooms. Suites available for
additional charge.)

CANCELLATION POLICY: 7 DAYS IN ADVANCE OF ARRIVAL.

Please contact the Park Hyatt Hotel Reservations Department at
1 (888) 421-1442 or make your reservation online at:

<https://www.hyatt.com/en-US/group-booking/BEAVE/G-AC22>

Identify yourself as an attendee of the Association of Colorado Independent
Schools conference.

QUESTIONS?

Visit our website at www.acischools.org

or contact Alan Smiley, Executive Director

(303) 444-2201

CONFERENCE REGISTRATION

EARLY REGISTRATION

(received BY September 14)

- Member schools \$425 per person
- Non-member schools \$450 per person
- ACIS school staff \$250 per person for attending Friday only
- Courtesy Extension (Members Only)

The early registration fee will prevail after 9/14 for member schools that register eight or more participants.

REGISTRATION

(received after September 14)

- Member schools \$475 per person
- Non-member schools \$500 per person
- ACIS school staff \$300 per person for attending Friday only

REGISTRATION INFORMATION

- **REGISTER** now at 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—\$125.00

**NO REFUNDS FOR CONFERENCE
CANCELLATIONS AFTER SEPTEMBER 14, 2022!**

ACIS LEADERSHIP CONFERENCE SCHEDULE 2022

THURSDAY, OCTOBER 13, 2022

TIME	TRACK/SPEAKER	LOCATION
3:00 – 5:00 pm	New Trustee Orientation: Monique Davis	Molly Brown
3:00 – 5:00 pm	Heads' Roundtable: Anne-Marie Balzano <i>For Heads of School Only</i>	Ouray/Tabor
3:30 – 5:00 pm	Circle of Chairs for Large Schools <i>For Current and/or Rising Board Chairs Only</i>	Gerald Ford
	Circle of Chairs for Small Schools <i>For Current and/or Rising Board Chairs Only</i>	Jack Dempsey
5:30 – 6:00 pm	Registration	Heritage Hall Foyer
5:45 – 6:30 pm	Reception	Heritage Hall Foyer
6:30 – 7:45 pm	Dinner & Dessert	Mt. Jackson/Grouse
7:15 – 7:45 pm	EVENING KEYNOTE: SEAN TUFTS How Two PB&Js Changed My Education	Mt. Jackson/Grouse

FRIDAY, OCTOBER 14, 2022

TIME	TRACK/SPEAKER	LOCATION
7:15-8:15 am	Registration and Book Sale	Sawatch Foyer
7:30-8:15 am	Breakfast Buffet	McCoy's Peak & Patio
8:30-10:00 am	KEYNOTE: ONAJE WOODBINE The Power and Peril of Sports in Education	Mt. Jackson/ Grouse Mtn.
10:00 – 10:30 am	Break	
10:30-11:45 am	Concurrent Sessions (Morning)	
	① How to Lead an Inspiring Strategic Plan That is Impact Focused Rather Than Operations Driven Romayne Levee & Abbey Meyers	Ouray
	② Crisis Communications Boot Camp: You Can't Prepare for a Crisis While You Are Having One Marv Rockford & Jennifer Miller	Tabor
	③ National Legal Trends: Looking Back and Ahead Megan Mann	Mt. Jackson
	④ Unlocking the Promise of Diversity, Equity and Inclusion: The Role of the School Leadership Valaida Wise	Grouse Mtn.
	⑤ The Way Forward: Enrollment Management in 2022 and Beyond Christina Dotchin	Brown
11:45 am-12:45 pm	Lunch Buffet	McCoy's Peak
12:45-1:30 pm	School-Based and School Staff Affinity Discussion Groups	(various)
1:45-3:00 pm	Concurrent Sessions (Afternoon)	
	① How to Operationalize Your Strategic Plan and Ensure Its Ultimate Success Romayne Levee & Abbey Meyers	Ouray
	② Crisis Communications Boot Camp: You Can't Prepare for a Crisis While You Are Having One Marv Rockford & Jennifer Miller	Tabor
	③ The Trustee Toolkit: What Trustees (and Heads) Should Consider for Success Megan Mann	Mt. Jackson
	④ Unlocking the Promise of Diversity, Equity and Inclusion: The Role of the School Leadership Valaida Wise	Grouse Mtn.
	⑤ Enroll More Families Using an Outbound Marketing Campaign Christina Dotchin	Brown
	⑥ From Local to Global: The Search for Common Ground Onaje Woodbine & Jeff Leahy	Dempsey

PRESENTATION DESCRIPTIONS

THURSDAY, OCTOBER 13, 2022

Heads' Roundtable | 3:00-5:00 pm

Collegial Conversation and Collaboration

This will be an opportunity for current ACIS Heads of School to gather for collegial conversation and collaboration. Topics will be communicated in advance of the gathering and based on timely interests and areas of concern. [Only current ACIS Heads of School may participate.](#)

New Trustee Orientation | 3:00-5:00 pm

This workshop will explore 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.

Circle of Chairs | 3:30-5:00 pm

An experienced board chair from ACIS will lead this roundtable conversation about the critical partnership between school heads and board chairs. Based roughly on school size, discussions will identify common and current challenges as well as proven strategies for effective board leadership. [Only current and rising board chairs may participate.](#)

FRIDAY, OCTOBER 14, 2022

Keynote | 8:30-10:00 am

The Power and Peril of Sports in Education

Onaje Woodbine

Athletes do not go to the playing field to be exploited. They go to discover their humanity, to demonstrate to themselves and others that they possess something intangible—something not subject to the difficulties of everyday life. Especially during times of crisis, these athletes transform themselves into choreographers of the court, playing this game in order to express grief, find hope, and revel in community. In this lecture, Onaje explores this deeper quest for meaning and identity in sports and education through the lenses of spirituality, philosophy, and the reflexive sociology of Pierre Bourdieu.

Morning Presentations | 10:30-11:45 am

① How to Lead an Inspiring Strategic Plan That is Impact Focused Rather Than Operations Driven *Romayne Levee & Abbey Meyers*

Too often, school leaders and trustees confuse the operational business of achieving the school's mission with the actual impact the school exists to bring about. It's the actual impact that puts the "strategy" in a strategic plan. For a strategic plan to commit to the impact it seeks to have on its students and the community, it requires courage and a willingness to evolve. Are you brave enough to reorient and write a strategic plan that is decidedly different from your last one? Featuring an exciting case study, this session will demonstrate how to develop an impact-focused strategic plan that will inspire everyone in your school community like no plan has before!

Keynote | 7:15 pm

How Two PB&Js Changed My Education *Sean Tufts*

As an NFL Linebacker, Sean used flash cards to memorize complex defensive structures. This technique was born from best practices learned in 5th grade when he was diagnosed with an acronym extravaganza of learning disabilities. This talk will track the interdependencies and challenges Sean faced while balancing a high pressure work environment and unique learning processes. He will also touch on trends in student-athlete mental health and areas for awareness for schools based on his work with the University of Colorado. The unsung hero of the story: four slices of wheat bread, a big scoop of peanut butter, and a healthy schemer of strawberry jam.

② Crisis Communications Boot Camp: You Can't Prepare for a Crisis While You Are Having One *Marv Rockford & Jennifer Miller*

Your school's most valuable asset is its reputation. A bungled answer to a reporter's question, an ill-considered posting on social media or the failure to communicate in a timely way with your school community can all put your reputation at risk. Rockford Gray's Crisis Communications Boot Camp will explain why the rules of the game that govern normal media behavior change dramatically during a crisis. We explore how tools such as the Buy Time Statement can guide communication during a crisis, and why understanding the Victim Dimension of a crisis is critical to effective crisis management.

③ National Legal Trends: Looking Back and Ahead *Megan Mann*

In this session, NAIS Legal Counsel, Megan Mann, will review the legal and risk management related trends that independent schools across the country experienced during the 2021-22 school year, as well as those we see developing as we continue into 2023. We will cover some of the top "here to stay" legal-related practices and policies that emerged or evolved as a result of the pandemic, along with other new and existing topics that have impacted independent school policies, practices, and approaches to risk management. Megan will gladly take questions throughout the session, welcomes interactive dialogue, and will offer practical tips for school heads and trustees.

PRESENTATION DESCRIPTIONS

FRIDAY, OCTOBER 14, 2022

Morning Presentations (continued) | 10:30-11:45 am

④ Unlocking the Promise of Diversity, Equity and Inclusion: The Role of the School Leadership *Valaida Wise*

Many independent schools across the country have placed a renewed focus on the importance of diversity, equity and inclusion in light of a global pandemic, political crisis, racial upheaval and climate change. Schools are charting a path forward that may mean the kind of substantive change that will eliminate barriers for students and their families as well as faculty and staff. The success of any DEI plan will require the thoughtful and purposeful engagement of all levels of leadership, including, the head of school and the board of trustees who are uniquely positioned to advance DEI efforts.

This multimedia presentation will examine the critical function of all levels of leadership in the successful implementation of DEI and answer questions such as:

- How to start the work
- The role of the board
- The role of the head of school
- What should the board know about the school's DEI efforts?
- How does the board launch a DEI Committee and should it?
- How can school leadership ward off fatigue?

Participants will leave with practical strategies for immediate implementation that will positively impact all students, and ultimately the entire school community.

⑤ The Way Forward: Enrollment Management in 2022 and Beyond *Christina Dotchin*

School leaders understand that a healthy enrollment is critical to a healthy school. But how does a school chart a comprehensive strategy that engages school leaders, faculty, staff, and other key stakeholders while considering the disruptors facing independent schools today? Join us for an actionable session that will explore the seven levers of enrollment management success and how they can be implemented in your school today.

Afternoon Presentations | 1:45-3:00 pm

① How to Operationalize Your Strategic Plan and Ensure Its Ultimate Success *Romayne Levee & Abbey Meyers*

Congratulations, your board has affirmed your new strategic plan. For the past year your community has collaborated, ideated, dreamed, opined, prioritized, and edited. You have much to celebrate! And now it's time to turn the theoretical into manageable step-by-step actions and tasks that will translate your strategic vision to reality. Operationalizing your plan means developing a multi-year implementation plan that ensures your priorities are appropriately resourced, measured, and tracked. This session is designed to build on the momentum of your great work and ensure your strategic plan NEVER gets filed on a shelf.

② Crisis Communications Boot Camp: You Can't Prepare for a Crisis While You Are Having One *Marv Rockford & Jennifer Miller*

Your school's most valuable asset is its reputation. A bungled answer to a reporter's question, an ill-considered posting on social media or the failure to communicate in a timely way with your school community can all put your reputation at risk. Rockford Gray's Crisis Communications Boot Camp will explain why the rules of the game that govern normal media behavior change dramatically during a crisis. We explore how tools such as the Buy Time Statement can guide communication during a crisis, and why understanding the Victim Dimension of a crisis is critical to effective crisis management.

③ The Trustee Toolkit: What Trustees (and Heads) Should Consider for Success *Megan Mann*

In this session, NAIS Legal Counsel, Megan Mann, will review a checklist of items and tasks that independent school boards should consider to aid with their work and aim for great governance. We will review key documents, policies, and practices—from onboarding to succession planning, and bylaws to head of school contracts. While aspects of this work are governed by state law, Megan will provide a high-level overview of trustee “tools”, sharing national trends and examples, to help trustees think about what documents and practices may aid them in promoting successful governance strategies. Megan will leave room for questions and will provide practical tips for trustees building out their own “toolkits.”

④ Unlocking the Promise of Diversity, Equity and Inclusion: The Role of the School Leadership *Valaida Wise*

Many independent schools across the country have placed a renewed focus on the importance of diversity, equity and inclusion in light of a global pandemic, political crisis, racial upheaval and climate change. Schools are charting a path forward that may mean the kind of substantive change that will eliminate barriers for students and their families as well as faculty and staff. The success of any DEI plan will require the thoughtful and purposeful engagement of all levels of leadership, including, the head of school and the board of trustees who are uniquely positioned to advance DEI efforts.

This multimedia presentation will examine the critical function of all levels of leadership in the successful implementation of DEI and answer questions such as:

- How to start the work
- The role of the board
- The role of the head of school
- What should the board know about the school's DEI efforts?
- How does the board launch a DEI Committee and should it?
- How can school leadership ward off fatigue?

Participants will leave with practical strategies for immediate implementation that will positively impact all students, and ultimately the entire school community.

PRESENTATION DESCRIPTIONS

FRIDAY, OCTOBER 14, 2022

Afternoon Presentations (continued) | 1:45-3:00 pm

5 Enroll More Families Using an Outbound Marketing Campaign Christina Dotchin

This session can help you drive more families into your funnel and enroll them using outbound marketing campaigns. During this session we will explore why direct marketing works for independent school parents, best practices for tracking your campaign, and common mistakes to avoid. Attendees will also receive a worksheet to help them plan their next direct marketing campaign.

6 From Local to Global: The Search for Common Ground Onaje Woodbine & Jeff Leahy

GLOBAL CULTURE EDUCATION INITIATIVE facilitates international-mindedness and environmental stewardship in K-12 schools through virtual learning experiences, in which students around the globe collaborate to care for the ecosystems of our planet. In this workshop, we will explore how GCEI honors the local cultures and histories of young people by fostering a student-driven learning environment in which students join hands to create solutions to the world's most pressing problems.

SPEAKER BIOS: KEYNOTE SPEAKERS

SEAN TUFTS



Sean Tufts has deep roots in Colorado. He's a former NFL Linebacker turned Cybersecurity and Critical Infrastructure expert. Growing up in Centennial, Sean attended CU on a football scholarship. He got a degree in sociology and was drafted to the Carolina Panthers. He then built a couple wind farms and learned cybersecurity while at General Electric. Additionally, he runs a mental health organization for former athletes.

DR. ONAJE WOODBINE



Onaje X. O. Woodbine is Assistant Professor of Philosophy and Religion at American University in Washington, D.C. and President of [Global Culture Education Initiative](#). Prior to his appointment at American University, Dr. Woodbine taught philosophy and religion at Phillips Academy Andover, where he was the first teacher in the history of the National Association of Independent Schools annual conference to give the keynote address on the main stage. Dr. Woodbine's research explores the intersection of religion, education, and popular culture. His recent book *Black Gods of the Asphalt: Religion, Hip-Hop, and Street Basketball*, has garnered national praise as "a profound narrative of survival [and] self-determination ... in this season where black male bodies are under attack." *Black Gods* has been adapted into a stage play, which was performed at the Grahamstown National Arts Festival in South Africa and at independent schools across the United States.

SPEAKER BIOS

DR. ANNE-MARIE BALZANO



Anne-Marie Balzano is Mission and Data's (www.missionanddata.com) senior governance strategist. In her role, she designs learning opportunities for heads of school and boards and leads Mission and Data's *Board Chair Support Program*. A former teacher, head of school, associate professor, and most recently, Director of Leadership and Governance at the National Association of Independent Schools (NAIS), she possesses a unique and multi-levelled perspective of the educational landscape and the complex demands of supporting leadership and governance development across multiple contexts. She is a trusted advisor to schools across the country, facilitating board retreats and educating boards of trustees on effective governance practices and trends, supporting resiliency in heads of school, and building a positive board culture. Independent school trustees and heads of school know Anne-Marie as the chief editor of *The Board Chair Handbook* and the host of NAIS's governance podcast, *The Trustee Table*.

MONIQUE DAVIS



Monique Davis (monique@thinkingdavis.com) is a national education consultant who understands the complex environment of independent schools. She leverages the power of understanding innovation, social trends, culture, strategic planning, design thinking, organizational psychology, collaboration, and business acumen to design models and programs for a school's sustainability. She coaches chairs, heads of school, and administration leaders, builds boards, facilitates retreats, and implements professional education programs using extensive tools and resources designed to increase a board's and administration's effectiveness. She is committed to building school cultures committed to diversity, equity, inclusion, and belonging. She lectures nationally, leads workshops, presents at conferences, builds programs to support schools, and serves on school and non-profit boards. Our work: Purposeful collaboration. Our focus: Leadership development and high-functioning boards. Our goal: Sustainable schools.

SPEAKER BIOS



CHRISTINA DOTCHIN

Christina Dotchin serves as the National Director of Business Development for [The Enrollment Management Association \(EMA\)](#). Before joining EMA in 2016, she was the director of admission at Proctor Academy in Andover, New Hampshire. During her 11 years at Proctor Academy, she also served as the director of financial aid, girls' varsity ice hockey coach, student advisor, and dorm parent. As part of the business development team, she uses this experience to provide member schools with support to increase success in their strategic enrollment management efforts. Prior to joining Proctor Academy, she was an account executive at the Costa Communications Group in Winter Park, Florida.



JEFF LEAHY

Jeff Leahy is in his 18th year serving as head of school of the [Colorado Rocky Mountain School](#) (a founding member of ACIS). Previous to CRMS, he held positions as a teacher at The Hill School (Pottstown, PA), Middlesex School (Concord, MA), and a coach at Trinity College (CT).



ROMAYNE LEVEE

Romayne Levee, Mission Minded Partner & Director of Education Strategy, is in her element when she's building something from the ground up. In her 16-years serving the Boards of Vistamar School (as Founding Board Chair) and Lewis & Clark College (as Trustee and Committee Chair), Romayne has led and supported teams in raising capital and establishing transformational endowments. She is now a Partner & Director of Education Strategy at [Mission Minded](#) building our education practice and raising the profiles of the educational institutions we serve from coast to coast.



MEGAN MANN

Megan Mann is the legal counsel and a vice-president for the [National Association of Independent Schools](#). In her role, Megan supports the organization's legal and risk management needs; engages in advocacy efforts on behalf of NAIS schools; and she provides legal education and support to member schools. Prior to joining the NAIS team, Megan was an employment and independent school attorney, acting as general counsel to independent schools across the country. Megan proudly serves as a trustee for both One Schoolhouse and St. Michael's School. She is also a voice over artist, mother of two independent school children, and she loves a good bourbon and a good novel.



ABBEY MEYERS

Abbey, [Mission Minded's](#) Senior Strategist & Manager of Communications, helps clients turn their communications challenges into storytelling opportunities by equipping them to think holistically about brand expression and activation. She guides clients in understanding the importance of strategic communications, both internally and externally, and then supports them in building the capacity and confidence to bring their unified message to the world.



JENNIFER MILLER

Jennifer Miller was that disarming reporter you thought would go easy on you, but instead asked you the one key question you hoped to avoid. That often meant she was successful at getting the subject matter experts in her story to say the words they would later regret. There's not a mean bone in her body, but that's how reporters work. This real-world journalism experience makes Jennifer the ideal media coach. She knows how reporters think and act. With over 15 years of news reporting, including seven years at CBS News – her time at the network took her to Capitol Hill, the North Lawn of the White House and to disasters such as the Break-up of Space Shuttle Columbia, the aftermath of Hurricane Katrina and several tornadoes, wildfires and hurricanes.



MARV ROCKFORD

Marv's journalism career began in Tucson, where he worked as a reporter; until his boss suggested he would be better off behind the camera as a writer-producer. Ultimately, he joined KCNC-TV in Denver, holding various management positions in the news department, including more than a decade as News Director, and later was promoted to General Manager of the station. Under his leadership, the station was awarded the highest American broadcast journalism honors. Marv has spent a lot of time on both sides of the glass wall that separates the news media from everyone else. He's run a television news department and he's run a television station business. He's directed news coverage and he's fended off news coverage. Clients of [Rockford Gray](#) value both experiences. The advice and coaching they get isn't based on theory or observation, it's based on Marv's real-world experience.



DR. VALAIDA L. WISE (VAL)

[Dr. Valaida L. Wise](#) (Val) is the principal consultant at her firm which supports schools and other organizations in the area of diversity, equity, inclusion, governance and leadership. She is also a faculty member in the Graduate School of Education at Johns Hopkins University in Baltimore, MD where she teaches diversity, equity, inclusion and issues of social justice. Dr. Wise is a sought-after public speaker and has lectured nationally and internationally, most recently on the topics of governance, leadership, diversity, equity and inclusion. A qualitative researcher, Dr. Wise has written several articles on educational leadership, early childhood education and equity in education. Her current research interest lies in the area of diversity and inclusion in independent schools. Dr. Wise has over 25 years of experience serving as the head of school at several independent schools in the Washington DC region. She is currently the chair of the board at McLean School in Potomac, MD and also serves on a variety of other school boards. She has been a member of the board of trustees for the Association of Independent Maryland and DC Schools for more than 5 years.

