

# OPPORTUNITIES IN

## UNCHARTED WATERS



**32nd Annual**



ASSOCIATION of COLORADO  
INDEPENDENT SCHOOLS

## Virtual Leadership Conference

(a series of live webinars and interactive discussions)

**October 6–9, 2020**

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



## VIRTUAL CONFERENCE SCHEDULE

All times are Mountain Daylight Time (MDT)

### TUESDAY, OCTOBER 6, 2020

8:45 – 9:45 am **MEETING: SMALL SCHOOL  
CIRCLE OF CHAIRS**  
*For current and rising board  
chairs only*

11:30 – 12:45 pm **CRISIS PLANS &  
COMMUNICATIONS 2.0**  
Jane Hulbert & Jim Hulbert

3:45 – 5:00 pm **NEW TRUSTEE ORIENTATION**  
Monique Davis

### WEDNESDAY, OCTOBER 7, 2020

8:45 – 10:00 am **TEEN TECHNOLOGY MISUSE:  
BEST PRACTICES IN  
PREVENTION & RESPONSE**  
Dr. Sameer Hinduja

11:30 – 12:45 pm **DEVELOPMENT EFFORTS DURING  
COVID: KEEPING PHILANTHROPY  
ALIVE & THRIVING  
(SMALL SCHOOLS)**  
Tami Vinson

3:45 – 5:00 pm **AVOIDING PARTNERSHIP  
PITFALLS: WHAT EVERY HEAD OF  
SCHOOL & CHAIR NEEDS  
TO KNOW**  
Anne-Marie Balzano & Monique Davis

### THURSDAY, OCTOBER 8, 2020

8:45 – 10:00 am **EDUCATIONAL INERTIA,  
THE PANDEMIC & CHANGE  
TO COME**  
John Gulla

11:30 – 12:45 pm **DEVELOPMENT EFFORTS DURING  
COVID: KEEPING PHILANTHROPY  
ALIVE & THRIVING  
(LARGE SCHOOLS)**  
Tami Vinson & Will Webb

3:45 – 5:00 pm **A SYSTEMATIC APPROACH TO DEI  
IN SCHOOLS**  
Dr. María Salazar & Bill Barrett

### FRIDAY, OCTOBER 9, 2020

8:45 – 10:00 am **CYBERBULLYING: ACTIONABLE  
STRATEGIES FOR ADMINISTRATORS**  
Dr. Sameer Hinduja

11:30 – 12:45 pm **DEVELOPING YOUR SCHOOL'S  
INCIDENT COMMAND SYSTEM**  
Mo Copeland

3:45 – 4:45 pm **MEETING: LARGE SCHOOL CIRCLE  
OF CHAIRS**  
*For current and rising board  
chairs only*

**Recordings of most sessions will be available only to paid registrants  
for three weeks after the conference.**

**Live participation is strongly encouraged.**

### CONFERENCE CHAIR

Mark Twarogowski, Head of School  
Denver Academy

Next Year's ACIS Leadership Conference  
**October 14-15, 2021**

# PRESENTATIONS AND PRESENTERS

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## TUESDAY, OCTOBER 6, 2020

**8:45 – 9:45 am**

### **SMALL SCHOOL CIRCLE OF CHAIRS**

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 at schools with enrollment under 400.

***Only current and rising board chairs may participate. This meeting will NOT be recorded.***

**11:30 – 12:45 pm**

### **CRISIS PLANS & COMMUNICATIONS 2.0**

When a crisis hits your school, time is the enemy — not the media, parents, or other constituents. The school must respond quickly, yet carefully. While we can't predict most crises, schools can take important steps in advance to be as prepared as possible. This workshop addresses how to plan for a crisis and reveals the ten most crucial steps to take during a crisis, including the balancing act of when, what, and how to communicate. We will also discuss current crisis trends in independent schools as well as the role of the board during these times.

**Jane Hulbert**, Partner at The Jane Group, has been the National Association of Independent Schools (NAIS) crisis communications consultant since 2001. She counsels schools on crisis and reputation management issues, conducts training sessions on crisis preparation and planning, messaging, media management, and provides training for the media spokesperson. She has handled hundreds of issues that have impacted schools, including teacher arrests, sex abuse, high-profile lawsuits, safety matters and many other difficult and sensitive situations. Prior to consulting, Jane was a communications executive at McDonald's Corporation responsible for the Crisis and Media Relations Department. She was the key spokesperson on high profile global crises including the "hot coffee" incident.

**Jim Hulbert, J.D.**, brings 30 years' experience as a labor and employment lawyer and is a partner at The Jane Group. The Jane Group is a global consulting firm, specializing in crisis management, training and communications exclusively for independent schools. Under Jim's guidance, the firm has served hundreds of schools throughout the world managing complex issues from sexual misconduct to governance issues. Jim has been leading the firm in COVID communications, black@ and DEI communications.

**3:45 – 5:00 pm**

### **NEW TRUSTEE ORIENTATION**

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 served as a trustee at the Montessori School of Denver for over eighteen years, with six of those years as board chair. With four children who have attended both ACIS schools and public schools, Monique brings a broad perspective to her work.

## WEDNESDAY, OCTOBER 7, 2020

**8:45 – 10:00 am**

### **TEEN TECHNOLOGY MISUSE: BEST PRACTICES IN PREVENTION & RESPONSE**

Designed for school leaders who desire a deeper understanding of (and action plan to deal with) teen technology misuse, this presentation begins with updated research findings and important correlates and consequences. Emphasis will be placed on the importance of developing kids with moral compasses, compassionate hearts, and resilient mindsets to bravely face and overcome social adversity. By harnessing the power of peer influence and school culture, we can curtail peer conflict, harassment, and other problem behaviors. Specific, pragmatic school climate initiatives such as social norming, youth grassroots campaigns, peer mentoring, student advisory boards, event days, and multi-pronged policy and programming approaches by adults will be explored. The overall goal is to help educators address key intrinsic and extrinsic components of youth development, not only to enhance student achievement, success, productivity, and connectedness, but also to produce students who are safe, smart, honest, and responsible both offline and online.

**Dr. Sameer Hinduja** is a Professor in the School of Criminology and Criminal Justice at Florida Atlantic University and Co-Director of the Cyberbullying Research Center. He is recognized internationally for his groundbreaking work on the subjects of cyberbullying and safe social media use. As a noted author, speaker, and expert on teens and social media use, Dr. Hinduja trains students, educators, parents, mental health professionals, and other youth workers how to promote the positive use of technology. He is frequently asked to provide expert commentary by news organizations, and his work has been featured in venues that include CNN's Anderson Cooper 360, NPR's All Things Considered, the BBC, and The New York Times. Dr. Hinduja is also the Co-Founder and Co-Editor-in-Chief of the International Journal of Bullying Prevention, a new peer-reviewed journal from Springer.

**11:30 – 12:45 pm**

### **DEVELOPMENT EFFORTS DURING COVID: KEEPING PHILANTHROPY ALIVE & THRIVING (SMALL SCHOOLS)**

We are all living in uncertain times and navigating uncharted waters together. Now more than ever, it's critical that we stay the course while making adjustments to our fundraising strategy and efforts as needed. We cannot afford to put development efforts on the back burner and wait out the storm. We can't let fear keep us from fulfilling our missions and funding the needs of our schools. We must go back to the basics of fundraising and continue to focus on building relationships, telling our story, being transparent, and



## PRESENTATIONS AND PRESENTERS

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reminding our donors why our missions are worthy of their investments. We have the opportunity to lay a foundation for years to come and to educate our communities on the importance of unrestricted giving. This will be an interactive session — ideal for schools that have a one or two person development team or even no development staff at all — with time dedicated to small-group breakouts for deeper engagement and conversation. Participants will leave the session feeling inspired and energized to tackle the upcoming school-year and beyond.

**Tami Vinson** joined Mackintosh Academy Littleton as the Director of Development in the fall of 2019. Before joining Mackintosh Academy, Tami was a fundraising consultant with Dini Spheris for seven years, where she worked with non-profit organizations including more than a dozen independent schools, many of which are members of ACIS. During her time as a consultant, Tami worked with school leadership and staff to enhance development programs, lead feasibility studies, and manage capital campaigns. Oftentimes in her role, she served as interim Director of Development and advised on Annual Fund campaigns, coached leadership and staff, and helped clients hire and onboard development team members. Tami has experience working with schools on \$30 million dollar capital campaigns as well as \$3 million dollar capital campaigns. Tami has over 16 years of fundraising experience and is a Certified Fund Raising Executive (CFRE).

### **3:45 – 5:00 pm** **AVOIDING PARTNERSHIP PITFALLS:** **WHAT EVERY HEAD OF SCHOOL & CHAIR** **NEEDS TO KNOW**

In this interactive session, Monique Davis, governance consultant and former board chair, and Anne-Marie Balzano, Director of Leadership and Governance at NAIS, will share common challenges faced by heads and chairs and how they can strengthen their relationship during this time of crisis. Using case studies and small group discussions, participants will explore different scenarios that demonstrate how communication and collaboration are the keys to an effective partnership.

**Anne-Marie Balzano** is the Director of Leadership and Governance at NAIS. In this role, she designs and implements learning opportunities for school administrators and trustees, conducts research on issues facing independent schools, and collaborates with other NAIS teams engaged in these endeavors. She hosts the Trustee Table podcast, which provides critical governance and leadership insights for trustees, board chairs, and school administrators. She worked with Jack Creeden, former board chair of NAIS, on the development of the Board Chair handbook and is now leading a research project with the University of Pennsylvania on factors leading to head of school turnover. She has delivered several presentations at the NAIS Annual Conference on building leadership capacity across teams and managing school change, as well as workshops for trustees and heads of school.

**Monique Davis:** See biography above.

## **THURSDAY, OCTOBER 8, 2020**

### **8:45 – 10:00 am** **EDUCATIONAL INERTIA, THE PANDEMIC** **AND CHANGE TO COME**

Schools are one of our most enduring human institutions. The organizational structures, economic efficiencies, and educational and social benefits of classes and communities of students have together resulted in significant inertia that has made what we now call a school an exceptionally stable model. But, changes that were already underway before COVID-19 were accelerated when the world's K-16+ experiences were, in a heartbeat, thrust online. How might this change accelerate in the years to come? What is likely to endure? And what might all of this portend for independent schools? Discover the answers to these questions and more in this invigorating session!

**John Gulla** became the Executive Director of the Edward E. Ford Foundation on July 1, 2013. In over 60 years of making grants, EE Ford has distributed over \$125,000,000 to over 900 different independent schools. Prior to his leadership role at EE Ford, John spent 14 years as Head of School at The Blake School. He has held administrative and teaching positions at Riverdale Country School, Isidore Newman and St. Ann's in Brooklyn. He helped found Fund for Teachers and has served on its board since its inception. He has also served on a number of other boards, including High Mountain Institute where he is currently Chair of the Finance Committee.

### **11:30 – 12:45 pm** **DEVELOPMENT EFFORTS DURING COVID:** **KEEPING PHILANTHROPY ALIVE & THRIVING** **(LARGE SCHOOLS)**

We are all living in uncertain times and navigating uncharted waters together. Now more than ever, it's critical that we stay the course while making adjustments to our fundraising strategy and efforts as needed. We cannot afford to put development efforts on the back burner and wait out the storm. We can't let fear keep us from fulfilling our missions and funding the needs of our schools. We must go back to the basics of fundraising and continue to focus on building relationships, telling our story, being transparent, and reminding our donors why our missions are worthy of their investments. We have the opportunity to lay a foundation for years to come and educate our communities on the importance of unrestricted giving. This will be an interactive session with time dedicated to small-group breakouts for deeper engagement and conversation. During this session, Will Webb, Head of School at Fountain Valley School, will co-present with Tami Vinson. Tami and Will worked together from 2016-2019 when Fountain Valley completed a \$25 million dollar Phase 1 capital campaign while also growing the Annual Fund in both dollars and participation. This session is ideal for schools with a development team of at least three people and/or a history of a strong culture philanthropy at the school.

**Tami Vinson:** See biography above.

# PRESENTATIONS AND PRESENTERS

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**Will Webb** has extensive experience as a boarding and day school leader. He was a student at Groton School in Massachusetts and earned his B.A. in English from the University of Vermont. He began his boarding school career at The Gunnery in Connecticut as a teacher and Assistant Dean of Students. After earning his M.A. in independent school organization and leadership at the Klingenstein Center, he became the Assistant Dean of Students and an English teacher at Athens Academy (GA). Later roles at independent schools included associate director of development, director of alumni affairs, associate director of admission, assistant varsity lacrosse coach, and assistant head of school for external affairs. In 2013, Will joined Fountain Valley School, a 9-12 boarding and day school in Colorado Springs as the eighth Head of School.

## **3:45 – 5:00 pm** **A SYSTEMIC APPROACH TO DEI IN SCHOOLS**

In this session, St. Mary's Academy President Bill Barrett and University of Denver Professor María Salazar will share the diversity, equity, and inclusion (DEI) initiatives that have been developed and implemented by the St. Mary's Academy community to build on the academy's Loretto School Values and its commitment to diversity, equity, and inclusion. Through those real-world examples, participants of this session will learn about a systematic and comprehensive approach to DEI that is inclusive of school climate, curriculum and instruction, parental involvement, student empowerment, accreditation, and marketing.

**Dr. María Salazar**, renowned author and Professor of Teaching and Learning Sciences in the Morgridge College of Education at the University of Denver, brings strong research, professional, and experiential knowledge on equitable and excellent teaching and humanizing education. In addition to national and international scholarly presentations, she has briefed the U.S. Congress on her publication related to the state of the U.S. Latinx community. In 2018, she was the recipient of the American Educational Research Association (AERA) Innovations in Research on Equity and Social Justice in Teacher Education Award. She was a key contributor in the development of the InTASC Model Core Teaching Standards and Learning Progressions. Currently she acts as Associate Editor for the Journal of Teacher Education, serves on the Board of the Council for the Accreditation of Educator Preparation (CAEP), and is the board liaison for the CAEP Equity and Diversity Committee.

**Bill Barrett** joined St. Mary's Academy as the Academy President in 2017. Prior to SMA, he spent twenty years at Rippowam Cisca School in Bedford (NY), eleven of those years as Upper School Division Head. In his roles as an administrator, teacher, counselor, coach, and athletic director, Bill has engaged in and led a number of strategic initiatives and has a passion for the strategic work necessary to build and support diverse and inclusive communities. Bill is actively involved in his community. He serves on the Board of Directors of Dream on International (combats gender-based violence and human trafficking and the underlying causes), the Board of Trustees of Escuela de Guadalupe, and the Advisory Board of the Challenge Foundation (helps students break the cycle of poverty through educational opportunities).

## **FRIDAY, OCTOBER 9, 2020**

### **8:45 – 10:00 am** **CYBERBULLYING: ACTIONABLE STRATEGIES FOR ADMINISTRATORS**

Administrators are in the unenviable role of having to make very difficult disciplinary and policy decisions as they relate to peer harassment — both offline and online. Furthermore, they are responsible for exercising due diligence in their prevention programming, or else come under scrutiny for possible liability claims. In this workshop, the focus is on equipping these point personnel with the knowledge they need to act through exercises based on real-world examples and research-based best practices that continue to evolve.

**Dr. Sameer Hinduja:** See biography above

### **11:30 – 12:45 pm** **DEVELOPING YOUR SCHOOL'S INCIDENT COMMAND SYSTEM**

The COVID-19 pandemic-related events required decision making and strategy implementation that highlighted the vital importance for schools to develop and implement effective, coordinated and manageable crisis management plans. Adapted from systems and practices developed by the U.S. military, Oregon Episcopal School was able to successfully utilize its own Incident Command System to swiftly and effectively respond to these and other challenges. This workshop will discuss the key components of this system, how to develop, implement, practice, and utilize your own tailored protocols, and provide examples of successes and lessons learned.

**Mo Copeland** is Head of School at Oregon Episcopal School. Educated at Reed College, Mo began her career as a physics teacher at Seattle's Lakeside School. She served as Head of the Upper School and Head of School at Saint George's School in Spokane (WA) for 14 years before being drawn back to Portland to lead OES. Mo has been extensively involved in the Northwest Association of Independent Schools, serving currently on the Accreditation Committee, as board chair from 2007 to 2009, leading the Executive Director Search, and has chaired numerous visiting teams over the last decade. At Saint George's School, Mo initiated a comprehensive dashboard project to drive the strategic focus of the board through annual analysis of key indicators. She currently serves on the board of trustees at High Mountain Institute, Annie Wright School, and the Victory Academy.

### **3:45 – 4:45 pm** **LARGE SCHOOL CIRCLE OF CHAIRS**

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 in schools with 400+ enrollment.

**Only current and rising board chairs may participate.**  
**This meeting will NOT be recorded.**

## CONFERENCE REGISTRATION

### Early Registration (received on or before September 24, 2020)

- |                      |                  |                  |
|----------------------|------------------|------------------|
| • Member schools     | First 1–5 people | \$125 per person |
|                      | Next 5 people    | \$75 per person  |
|                      | Next 5+ people   | \$50 per person  |
| • Non-member schools | First 1–5 people | \$150 per person |
|                      | Next 5 people    | \$90 per person  |
|                      | Next 5+ people   | \$70 per person  |

### Registration (received after September 24, 2020)

- |                      |                  |
|----------------------|------------------|
| • Member schools     | \$150 per person |
| • Non-member schools | \$175 per person |

### Registration Information

- **REGISTER now at [www.acischools.org](http://www.acischools.org)**
- **PAY UPON REGISTRATION** by mailing your check to:  
ACIS  
4000 S. Wadsworth Blvd., Ste. 230  
Littleton, CO 80123

***Login information will be sent after registration.***

NO REFUNDS FOR CONFERENCE CANCELLATIONS AFTER SEPTEMBER 24!



### QUESTIONS?

Visit our website at [www.acischools.org](http://www.acischools.org)  
Contact Alan Smiley, Executive Director at (303) 444-2201  
E-mail: [asmiley@acischools.org](mailto:asmiley@acischools.org)

