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The 2015-16 fiscal year was one of great transition for NAIS. In November 2015, NAIS President John Chubb passed away after more than two years of steadfast leadership. In January 2016, the NAIS board of trustees and an independent search firm launched a nationwide search for NAIS’s next president, and I was deeply honored that they chose me to permanently assume the role in November 2016.

Over the course of the fiscal year, I have traveled around the country and spoken with many members of our independent school community at conferences, events, and schools. I am always awed by the triumphs and humbled by the resilience I see in our community. At NAIS, we hear your needs and we listen. We are working to make NAIS the organization that you need at this time, and in the future.

In 2015-16, we explored art, science, and soul at our annual NAIS People of Color Conference, and we shared our stories with each other at our NAIS Annual Conference. Together, through this exploration of the soul and the narrative of our work, we created a beautiful 30,000-foot view of what independent school education looks like. But what happens when we zoom in?

Research and data are at the core of much of the work we do on a daily basis, and it also informs the actions we take as your association. We see the stories that emerge from your data, and we create new resources and events for you to continue to evolve in a changing world. One of my favorite quotes is from Peter Drucker: “The best way to predict the future is to create it.” I think we are perfectly positioned to do just that.

This 2015-16 NAIS Annual Report provides a snapshot of our organization’s accomplishments and overall health, as well as highlighting the ways we turned data into action through professional development and new resources. We are grateful to the many individuals and organizations that have supported our efforts and initiatives this year. We are humbled by — and grateful for — continued support from our member schools.
Katherine Dinh, chair of the NAIS board of trustees, opened the meeting by giving welcoming remarks, greeting NAIS members, and introducing the officers on the dais. She also gave the Chair’s Report on the organization’s recent activities.

Dinh then presented the Membership Report. She reported that NAIS had welcomed 42 new members and 44 new subscribers in 2015-16, for a total of 86 new schools in our community. As of March 2, NAIS had welcomed 47 new school members and 34 new subscriber schools for the 2016-17 year. This growth in new schools brought NAIS’s total community of schools to 1,789 schools as of March 2, 2017.

Vote on the Election to a Three-Year Term of Trustees

Conforming to the provisions of the NAIS bylaws, the Governance Committee presented its nominations for election to a three-year term as trustee.

Election to a second three-year term as trustee:

- Mark C. Davis, Head of School, St. Luke’s School (CT)
Election to a first three-year term as trustee:

- **Monique DeVane**, Head of School, The College Preparatory School (CA)
- **Nishant Mehta**, Head of School, The Children’s School (GA)

Dinh asked retiring board members to stand and expressed the board’s appreciation for their service to the board and to the membership:

- **Elizabeth Coleman**, Director, Elizabeth Coleman Center for the Advancement of Public Action
- **Pilar Cabeza de Vaca**, Head of School, The Madeira School (VA)

Fran Bisselle, 2016-17 Board Treasurer, presented the Treasurer’s Report.

Mike Flanagan, NAIS Services Division CEO, provided a quick update on School & Student Services by NAIS.

Donna Orem, NAIS President, presented the President’s Report and talked about the state of the organization.

Dinh made closing remarks.

A motion to adjourn the meeting was seconded and passed, and the meeting was adjourned.
TREASURER’S REPORT

A REPORT FROM OUR BOARD TREASURER,
FRAN BISSELLE, 2016-17 BOARD TREASURER

The NAIS board, its Finance Committee, and the NAIS staff have worked together to ensure that NAIS resources are both well-managed and well-used to best meet our schools’ priorities. Most importantly, we continued our efforts to strengthen the independent school community and increase the value of membership to NAIS member schools by providing them with invaluable services and products.

Solid planning, careful management, and successful execution of initiatives resulted in an operating surplus at the end of fiscal year 2015-16. Please see the information on the following page for details.
<table>
<thead>
<tr>
<th>Revenue &amp; Support</th>
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<tbody>
<tr>
<td>MEMBER &amp; SUBSCRIBER DUES $9,075,254 (37%)</td>
</tr>
<tr>
<td>FINANCIAL AID SERVICES $6,694,688 (27%)</td>
</tr>
<tr>
<td>CONFERENCES AND WORKSHOPS $6,701,956 (27%)</td>
</tr>
<tr>
<td>PUBLICATIONS $639,012 (5%)</td>
</tr>
<tr>
<td>FOUNDATION &amp; CORPORATE SUPPORT $1,332,755 (2%)</td>
</tr>
<tr>
<td>OTHER $311,760 (1%)</td>
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<th>Expenses</th>
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<tbody>
<tr>
<td>PROGRAM EXPENSES $20,472,062 (8%)</td>
</tr>
<tr>
<td>SUPPORTING SERVICES $1,789,962 (92%)</td>
</tr>
</tbody>
</table>
THE 2015 NAIS PEOPLE OF COLOR CONFERENCE AND STUDENT DIVERSITY LEADERSHIP CONFERENCE

In December 2015, independent school leaders dedicated to equity and justice in our schools came together in Tampa for the NAIS People of Color Conference (PoCC) and concurrent Student Diversity Leadership Conference (SDLC). Together we explored the theme *Art, Science, Soul, and the Equity Imperative*.

Each year, PoCC attracts speakers from across disciplines who have expertise and experience in the work of equity and justice. In 2015, six luminary speakers inspired attendees from the general session stage: Mae Jemison, Howard Stevenson, Mahzarin Banaji, Rosa Clemente, Gyasi Ross, and Sarah Kay.

PoCC grows each year, and in 2015 a record 4,382 people attended this event.

Thank you to our generous sponsors who helped make PoCC and SDLC possible in 2015:

**Platinum**
- Carney, Sandoe & Associates
- Educator’s Ally
- Nemnet Minority Recruitment

**Gold**
- Strategenius

**Silver**
- CalWest Educators Placement
- Canamac Productions
- The Center for Transformative Teaching & Learning
- KL Webster & Associates
- The Potomac School

**Bronze**
- Educator’s Ally
- Nemnet Minority Recruitment
THE POWER OF TRAILBLAZERS, CATALYSTS, AND C...
In February 2016, 5,498 educators came together at the Moscone Center in San Francisco for the 2016 NAIS Annual Conference. The theme, *What’s Your Story? The Power of Trailblazers, Catalysts, and Calamities*, provided a spring board for attendees to get to know each other, share their experiences and expertise, and connect with NAIS through storytelling.

Keynote speakers Randi Zuckerberg, Marcus Buckingham, Kevin Carey, Jaime Casap, and Bryan Stevenson captivated attendees from the general session stage, while featured workshop speakers Kenji Yoshino, Jane Buckingham, T. Jackson Kaguri, Ruha Benjamin, and Kindra Hall took attendees on deep dives during featured workshop sessions.

Thank you to our generous sponsors who helped make the NAIS Annual Conference possible in 2016:

**Gold**
3W International

**Bronze**
Blackbaud
eDynamic Learning

**Silver**
Gene Batiste Consulting
Google for Education
Harvard Graduate School of Education
Houghton Mifflin Harcourt
TIAA
United Educators
EVERYONE WHO MAKES NAIS WHAT IT IS

NAIS PEOPLE

BOARD OF TRUSTEES

Katherine Dinh, Chair, Head of School, Prospect Sierra School (CA)

Bernie Noe, Vice Chair, Head of School, Lakeside School (WA)

Michael Saxenian, Treasurer, Head of School, McLean School of Maryland (MD)

Bryan Garman, Secretary, Head of School, Sidwell Friends School (DC)

Fran M. Bisselle, Head of School, Maple Street School (VT)

Mark A. Brooks, Head of School, Pilgrim School (CA)

Pilar Cabeza de Vaca, Head of School, The Madeira School (VA)

Carolyn Chandler, Head of School, Metairie Park Country Day School (LA)

Elizabeth Coleman, Director, Elizabeth Coleman Center for the Advancement of Public Action

Mark C. Davis, Head of School, St. Luke’s School (CT)

John DeGioia, President, Georgetown University

Randall C. Dunn, Head of School, Latin School of Chicago (IL)

Wanda M. Holland Greene, Head of School, The Hamlin School (CA)

Joan Buchanan Hill, Head of School, The Lamplighter School (TX)

Michael Horn, Co-Founder and Executive Director, Education, Clayton Christensen Institute for Disruptive Innovation

John Katzman, CEO, Noodle Education

Siri Akal Singh Khalsa, President, Northwest Association of Independent Schools

D. Scott Looney, Head of School, Hawken School (OH)

Jim McManus, Executive Director, California Association of Independent Schools

James K. Scott, President, Punahou School (HI)

Albert L. Throckmorton, Head of School, St. Mary’s Episcopal School (TN)

Andrew T. Watson, Head of School, Albuquerque Academy (NM)

NAIS LEADERSHIP

Caroline G. Blackwell, Vice President, Equity and Justice

Jefferson Burnett, Senior Vice President, Advocacy and Education Innovation

Lu Ann Steele Cornman, Vice President, Information Technology

Tim Fish, Chief Innovation Officer

Kawai Lai, Vice President, Education Technology and Learning Services

Hilary LaMonte, Senior Vice President, DASL

Myra McGovern, Vice President of Media
VOLUNTEERS AT WORK

NAIS wishes to thank its many volunteers for their dedication, energy, and hard work. We salute you!

Audit Committee of the Board
Carolyn Chandler, Metairie Park Country Day School (LA)
Robert L. Green, Robert L. Green & Associates
Wanda M. Holland Greene, The Hamlin School (CA)

Call to Action: NAIS’s National Think Tank and Advisory Council on Diversity
Christine Ageton, Balle
Karen Bradberry, Greenhill School (TX)
Pamela Buchanan Miller, Latin School of Chicago (IL)
Crissy Cáceres, Georgetown Day School (DC)

Sandra (Chap) Chapman, Little Red School House and Elisabeth Irwin High School (NY)
Sherry Coleman, Coleman Strategic Consulting
Ashley Cooper, Mycelium Learning at The Edge
Jordan Elliott, Oregon Episcopal School (OR)
Liz Fernandez, Ethical Culture Fieldston School — Fieldston Upper (NY)
Heather Flewelling, Milton Academy (MA)
Johnnie Foreman, Gilman School (MD)
Jacquelyn Hamilton, William Penn Charter School (PA)
Daniel Harris, John Burroughs School (MO)
Mattice Haynes, The Art of Community
Carolyn Lett, The Roeper School (MI)
Donna Lindner, The Agnes Irwin School (PA)
Monique Marshall, Wildwood School (CA)
Patricia Matos, Greenwich Country Day School (CT)
Chinh Nguyen, Lick-Wilmerding High School (CA)
Kathy O’Neal, University Preparatory Academy (WA)
Eric Osorio, The Swift School (GA)
Jacqueline Pelzer, Early Steps Incorporated
Lisa Pryor, The Orchard School (IN)

OF MEMBER AND PREMIUM SUBSCRIBER SCHOOLS HAD AT LEAST ONE PERSON LOG IN TO NAIS CONNECT IN FY2016

74%
Amani Reed, The School at Columbia University (NY)

Russell Shaw, Georgetown Day School (DC)

Matthew Suzuki, Rye Country Day School (NY)

Carol Swainson, Saint James’ Episcopal School (CA)

Cheryl Ting, Redwood Day School (CA)

Terri Wallace, Maumee Valley Country Day School (OH)

Kisha Watts, Cushing Academy (MA)

John West, Nardin Academy (NY)

Felicia Wilks, Garrison Forest School (MD)

Polly Williams, Cambridge Friends School (MA)

Stacey-Lee Williams, Somersfield Academy (Bermuda)

Anthony Witte, Children’s Day School (CA)

2016 NAIS Annual Conference Think Tank

Reveta Bowers, Head of School, The Center for Early Education (CA)

A. Travis Brownley, Head of School, Marin Academy (CA)

Katherine Dinh, Head of School, Prospect Sierra School (CA)

Wanda M. Holland Greene, Head of School, The Hamlin School (CA)

Phil Gutierrez, Assistant Head of School for Advancement and External Affairs, Branson School (CA)

Jim McManus, Executive Director, California Association of Independent Schools

Eric Niles, Head of School, The Athenian School (CA)

Tekakwitha Pernambuco-Wise, Head of School, Sea Crest School (CA)

Gwen Rino, Academic Dean, San Francisco Friends School (CA)

Eric Temple, Head of School, Lick-Wilmerding High School (CA)

NAIS Innovation Task Force

Jenni Swanson Voorhees, Chair, Sidwell Friends School (DC)

Chris Bigenho, Greenhill School (TX)

Jill Brown, Albuquerque Academy (NM)

Independent School Magazine Editorial Board

Debbie Gibbs, Chair, Head of School, Lowell School (DC)

Lucinda Lee Katz, Head of School, Marin Country Day School (CA)

Mark Kelly, Head of School, Annunciation Orthodox School (TX)

Rachel Friis Stettler, Director, The Winsor School (MA)

SCHOOLS ENTERED DATA IN DASL

1,665
Liz Davis, Synapse School (CA)
Laura Deisley, The Lovett School (GA) / LabATL
Wendy Drexler, Johns Hopkins University School of Education
Sally Garza, Lawrence School (OH)
Sophie Halliday, St. Andrew’s Schools (HI)
Alex Inman, Educational Collaborators
Larry Kahn, Trinity Valley School (TX)
Howard Levin, Stuart Hall & Convent of the Sacred Heart (CA)
Demetri Orlando, Buckingham Browne & Nichols School (MA)
Alex Ragone, AltSchool (NY)
Jason Ramsden, Ravenscroft School (NC)
Linda Swarlis, Columbus School for Girls (OH)

2015 NAIS People of Color Conference Co-Chairs and Local Committee
L’Tanya Evans, Co-Chair, The Out-of-Door Academy (FL)
Christy Ortega Gaurkee, Co-Chair, Berkeley Preparatory School (FL)
Courtney Beilter, Berkeley Preparatory School (FL)
Judy Caprara, Berkeley Preparatory School (FL)
Allyson Diljohn, Berkeley Preparatory School (FL)
Larkie Fleming, Berkeley Preparatory School (FL)
Jacob Harding, The Out-of-Door Academy (FL)
Barbara Hodges, Florida Council of Independent Schools
Raequel Majeski, Berkeley Preparatory School (FL)
Paul Mari, Berkeley Preparatory School (FL)
Nadine Maxwell-Henry, All Saints Academy (FL)
Tiffany Meertins, Shorecrest Preparatory School (FL)
Jennie Moore Collins, St. John’s Episcopal School (FL)
Michael Salmon, The Out-of-Door Academy (FL)
Scottie Smith, Canterbury School of Florida (FL)
Michele Timothy, The Out-of-Door Academy (FL)
Aricka Ward, All Saints Academy (FL)
Christy Welborne, Shorecrest Preparatory School (FL)
Selene Willis, Shorecrest Preparatory School (FL)
Ellen Zitani, The Out-of-Door Academy (FL)

2016 Financial Aid Conference Planning Committee
Frank Aloise, Springside Chestnut Hill Academy (PA)
Marvin T. Garcia, Church Farm School (PA)
Bill Murdock, Baylor School (TN)
David Rauch, The Shipley School (PA)
Rachel Tilney, Moorestown Friends School (NJ)
Sara Tucker, The Lawrenceville School (NJ)
Louisa Zendt, St. Andrew’s School (DE)
John Zurcher, William Penn Charter School (PA)
School & Student Services Task Force

Jonathan Hochberg, Chair, The Northwest School (WA)
Carinne Barker, SSATB
Lynne Breen, Waynflete School (ME)
John Hutchins, Phillips Exeter Academy (NH)
Lisa J. Moreira, Horace Mann School (NY)
Bill Murdock, Baylor School (TN)
Brenda Robbins, Minnehaha Academy (MN)
Lawrence Sampleton, St. Stephen’s Episcopal School (TX)
Jennifer Wing, Applewild School (MA)

GIFTS AT WORK

We at NAIS are grateful to these generous organizations, schools, and individuals whose support helped us strengthen our programs and continue to innovate.

Sponsors and Contributors in 2015-16

• 3W International
• Blackbaud
• CalWest Educators Placement
• Canamac Productions (Defamation the Play)
• Carney, Sandoe & Associates
• The Center for Transformative Teaching & Learning
• EduBoston
• Educator’s Ally
• The Edward E. Ford Foundation
• eDynamic Learning
• The Esther A. and Joseph Klingenstein Fund
• Gene Batiste Consulting
• Google for Education
• Harvard Graduate School of Education
• Houghton Mifflin Harcourt
• KL Webster & Associates
• Nemnet Minority Recruitment
• The Potomac School
• Strategenius
• TIAA
• United Educators

15,421 CAREER CENTER USERS
PROFESSIONAL DEVELOPMENT

NAIS hosts immersive professional development events each year, providing independent school educators the chance to develop new skills, network with each other, and come away refreshed to get back to work serving students.

Between June and October 2015, NAIS offered four institutes — opportunities for educators to come together for several days of learning and development. More than 250 independent school professionals attended the Diversity Leadership Institute, Institute for New Heads, School Leadership Institute, and Leadership Through Partnership.

Additionally, NAIS partnered with the Council for Advancement and Support of Education (CASE) and The Association of Boarding Schools (TABS) to offer the CASE-NAIS Independent Schools Conference and the TABS-NAIS Global Symposium in 2015-16.
NAIS RESOURCES

NAIS offers diverse resources to help independent school professionals across all disciplines and experiences.

INDEPENDENT SCHOOL MAGAZINE

NAIS celebrated the 75th anniversary of its flagship publication, Independent School magazine.

Magazine Issues:
- Teacher Self-Knowledge (summer 2015)
- Education and the Brain (fall 2015)
- The New Skills Issue (winter 2016)
- Time, Place, Path, and Pace (spring 2016 - 75th anniversary issue)

INDEPENDENT IDEAS BLOG

In its first full year, the magazine’s sister blog, Independent Ideas, reached more than 230,000 readers.

SUMMIT

In November 2015, NAIS hosted The Equity Summit, a research summit to discuss equity and justice issues, now in the forefront of the educational landscape. Amid the country’s fast-changing demographics and their impact on independent schools, expert educators, researchers, and thought leaders gathered at Georgetown University in Washington.
BOOKS

NAIS publishes dozens of books each year on topics pertinent to independent schools, from annual giving to curriculum to parent-school relations. In FY2016, NAIS published the 2015-2016 NAIS Trendbook and the Trustee Handbook, 10th Edition.

DATA AND ANALYSIS FOR SCHOOL LEADERSHIP (DASL)

Pronounced “dazzle,” NAIS’s platform provides data analysis to independent schools around the world. In 2015-16, NAIS launched the new Diversity Dashboards in DASL, giving schools a quick and easy way to measure their diversity and inclusion efforts.