At the Annual Conference in February 2014, I introduced NAIS’s new strategic vision, focused on what we can do to support you. Our vision is to be “a vibrant community of independent schools for a changing nation and demanding world.” We envision our schools thriving, growing, innovating, and changing the lives of more and more children.

Throughout the 2013-14 year, the NAIS staff and board focused our efforts on realizing this vision. We have been guided by principles so widely shared in our schools that they also serve as core values for NAIS as an organization: excellence, equity, efficiency, and emotion. Using those guiding principles, we spelled out five priority areas that serve as a structure for our work: data, research, community, services, and leadership.

In the priority areas of research and data, we launched Data and Analysis for School Leadership, the new industry-wide data center, and convened the first two NAIS Research Summits to tackle complex challenges for our schools, starting with the economics of independent schools and educational technology. And in the priority area of community, we focused on creating ways to let schools learn from and inspire each other through our conferences and institutes; online communities; the newly launched story-sharing site, Inspiration Lab; and the Deep Dive conversations.

This 2013-14 NAIS Annual Report refers to some of the work we’ve done to this end and reports on the general health of NAIS as an organization. Lastly, it lists many of the individuals and organizations who have passionately and actively supported this work along the way. We are grateful to them and to all of the members of our community. You are helping us meet our mission to “empower independent schools and the students they serve.”

John E. Chubb | NAIS President
Jack Creeden, chair of the NAIS board, opened the meeting with welcoming remarks, greeting the NAIS members and introducing the officers on the dais. He also gave the Chair’s Report, presenting on the recent activities of the association.

Katherine Dinh, vice chair of the NAIS board, presented the Membership Report. She reported that as of February 26, NAIS has 1,520 full and candidate school members and 92 association members. NAIS welcomed 30 new school members this fiscal year.

Katherine also reported that NAIS’s school subscriber categories include two options for schools that do not meet the requirements for membership: standard and premium school subscription. As of February 26, NAIS has 178 school subscribers. Additionally, there are 92 association members, bringing us to 1,790 organizations in our community.

Vote on the Election to a Three-Year Term as Trustees and Election of New Board Officers:

In 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:**
- Carolyn Chandler, Head of School, Metairie Park Country Day School (Louisiana)
- Randall Dunn, Head of School, Latin School of Chicago (Illinois)
- Albert L. Throckmorton, Head of School, St. Mary’s Episcopal School (Tennessee)
- Andrew T. Watson, Head of School, Albuquerque Academy (New Mexico)

**Election to a First Three-Year Term as Trustee:**
- Joan Buchanan Hill, Head of School, The Lamplighter School (Texas)
- Michael Horn, Co-Founder and Executive Director for Education, Clayton Christensen Institute for Disruptive Innovation (California)
- James McManus, Executive Director, California Association of Independent Schools (California)
- James Kapae‘alii Scott, President, Punahou School (Hawaii)

**Election of New Board Officers:**
- Katherine Dinh, Head of School, Prospect Sierra School (California), Chair
- Bryan Garman, Head of School, Sidwell Friends School (District of Columbia), Secretary
- Bernie Noe, Head of School, Lakeside School (Washington), Vice Chair
Jack Creeden reported that this slate of trustees has been approved by the board, and it was presented to the membership in accordance with the bylaws.

Heads of active member schools or their delegates voted in person and by proxy. The vote was seconded and passed.

Retiring Board Members:
Jack Creeden asked the retiring board members to stand and expressed the board’s appreciation for their service to the board of trustees and to the membership:

- Dennis Bisgaard, Head of School, Kingswood Oxford School (Connecticut)
- Jack Creeden, President, School Year Abroad (Massachusetts)
- Elizabeth Duffy, Secretary, Headmaster, The Lawrenceville School (New Jersey)
- Barbara Egan, Consultant (Colorado)

Mike Saxenian, 2014–15 board treasurer, presented the Treasurer’s Report.

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

John Chubb, NAIS president, presented the President’s Report and talked about the state of the organization.

Finally, Jack Creeden made closing remarks.

A motion to adjourn the meeting was seconded and passed, and the meeting was adjourned.
The Finance Committee of the board and the NAIS staff have worked closely together to ensure that NAIS resources are prudently managed and thoughtfully aligned with our goals to serve as the voice of independent education; promote high standards of educational quality; and advocate for independence, accessibility, innovation, inclusivity, equity, and justice. As chair of the Finance Committee, I am pleased to report an operating surplus at the end of fiscal year 2013–14. Please see the information below.

**REVENUE AND SUPPORT**

- **MEMBER AND SUBSCRIBER DUES:** $8,180,355
- **FINANCIAL AID SERVICES:** $5,883,654
- **CONFERENCES AND WORKSHOPS:** $5,295,232
- **PUBLICATIONS:** $603,102
- **FOUNDATIONS AND CORPORATE SUPPORT:** $1,354,180
- **OTHER REVENUES:** $229,722

**EXPENSES**

- **PROGRAM EXPENSES:** $19,767,454
- **SUPPORTING SERVICES (MANAGEMENT AND GENERAL, MEMBER DEVELOPMENT, AND FUND-RAISING):** $1,492,015
John E. Creeden  
Chair  
President  
School Year Abroad, MA  

Katherine Dinh  
Vice Chair  
Head of School  
Prospect Sierra School, CA  

Elizabeth A. Duffy  
Secretary  
Head Master  
The Lawrenceville School, NJ  

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

Dennis Bisgaard  
Head of School  
Kingswood Oxford School, CT  

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  
President  
Bennington College, VT  

Randall C. Dunn  
Head of School  
The Latin School of Chicago, IL  

John DeGioia  
President  
Georgetown University, DC  

Barbara Egan  
Consultant  
Business of School, CO  

Bryan Garman  
Head of School  
Wilmington Friends School, DE  

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

John Katzman  
Chairman  
Noodle Education, NY  

Siri Akal Singh Khalsa  
President  
Chapel Hill-Chauncy Hall School, MA  

D. Scott Looney  
Head of School  
Hawken School, OH  

Bernie Noe  
Head  
Lakeside School, WA  

James G. Rogers  
Principal  
Butler Rogers Baskett, CT  

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

Andrew T. Watson  
Head of School  
Albuquerque Academy, NM  

Robert M. Witt  
Executive Director  
Hawaii Association of Independent Schools, HI
NAIS wishes to thank its many volunteers for their dedication, energy, and hard work. We salute you!

Audit Committee of the Board
Elizabeth A. Duffy
The Lawrenceville School, NJ
Robert Green
R.L. Green & Associates
Management Consultants, MD
Barbara Egan
Business of School, CO

Call to Action: NAIS’s National Think Tank and Advisory Council on Diversity
Karen Bradberry
Greenhill School, TX
Julian Braxton
The Winsor School, MA
Pamela Buchanan Miller
The Latin School of Chicago, IL
Crissy Caceres
Georgetown Day School, DC
Clinton Carbon
Dwight-Englewood School, NJ
Sandra (Chap) Chapman
Little Red School House and Elisabeth Irwin High School, NY
Sherry Coleman
Coleman Strategic Consulting, DE
Jordan Elliott
Oregon Episcopal School, OR
Liz Fernandez
Ethical Culture Fieldston School, NY
Gloria Fernandez-Tearte
Greenwich Academy, CT
Heather Flewelling
Milton Academy, MA
Johnnie Foreman
Gilman School, MD
Rodney Glasgow
St. Andrew’s Episcopal School, MD
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Cambridge Friends School, MA
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The Lowell School, DC
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Marin Country Day School, CA
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2014 NAIS Annual Conference Think Tank
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Consultant, VA

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Belmont Hill School, MA

Laura Deisley  
The Lovett School, GA

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International Society for Technology in Education, DC

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Arvind Grover  
Grace Church School, NY

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St. Andrew’s Priory School, HI

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Ravenscroft School, NC

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Columbus School for Girls, OH

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St. Mary’s Episcopal School, TN

Geoffrey K. Wagg  
Waynflete School, ME

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Coleman Casey  
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Carolyn Chandler  
Metairie Park Country Day School, LA

John E. Creeden  
School Year Abroad, MA

Paul Mickey  
Steptoe & Johnson, LLP, DC

Robert M. Witt  
Hawaii Association of Independent Schools, HI

**NAIS Connect Ambassadors**

Lane Abrams  
Christ Church Episcopal School, SC

Fernando Alonso  
Phillips Academy, MA

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Lakeside School, WA

Ara Brown  
Cranbrook Schools, MI

Jean Bruce  
Ensworth School, TN

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The Swain School, PA

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Inverness Associates, CA

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The Evergreen School, WA

Asahel Church  
York Country Day School, PA

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Berkeley Carroll School, NY

Chantal Duke  
The Awty International School, TX

Nica Fleming  
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Beaver Country Day School, MA

Christie Grabis  
The Gunston School, MD

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Annunciation Orthodox School, TX

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Laguna Blanca School, CA

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Lake Forest Academy, CA

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Woodward Academy, GA

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Breck School, MN

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Tower Hill School, DE

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Westminster School, CT

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Vermont Commons School, VT

Margery Stone  
Grace Church School, NY
Rachel Tilney  
The Episcopal Academy, PA

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Delaware Valley Friends School, PA

Laura Vantine  
Winsor School, MA

Jennifer Wolfe  
Saint Mark’s School, CA

Eric Walters  
Marymount School, NY

2014 NAIS People of Color Conference Co-Chairs and Local Committee

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The Orchard School, IN

Yngrid Thurston  
Co-Chair  
Summit Country Day School, OH

Terri Wallace  
Co-Chair  
The Orchard School, IN

Jessica Aiyasami  
The Orchard School, IN

Dawn Batson  
The Orchard School, IN

Shants Hart  
Park Tudor School, IN

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Jamie Macdougall  
Sycamore School, IN

Shira Malone  
The Orchard School, IN

Taleesha Martin  
St. Richard’s Episcopal School, IN

Corey Pettigrew  
Park Tudor School, IN

Ramona Powell  
Cathedral High School, IN

Tom Rosenbluth  
The Orchard School, IN

Joyce Tucker  
Park Tudor School, IN

Joe Vanegas  
The Orchard School, IN

Brittany Wayman  
The Orchard School, IN

2014 School & Student Services Leadership Forum Planning Committee

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Phoenix Country Day School, AZ

Marnie B. Cerrato  
The Park School, NY

Jason Giffen  
The North Shore Country Day School, IL

Louis Hodapp  
The Schenck School, GA

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Stuart Country Day School of the Sacred Heart, NJ

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Woodside Priory School, CA

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Pine Crest School, FL

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Chapel Hill-Chauncy Hall School, MA

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The McCallie School, TN

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St. Andrew’s School, FL

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Ensworth School, TN

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Harpeth Hall School, TN

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Chair  
The Northwest School, WA

Jennifer Arno  
Chapel Hill-Chauncy Hall School, MA

Carinne Barker  
The Buckley School, CA

Lynne Breen  
Waynflete School, ME

John Hutchins  
Phillips Exeter Academy, NH

Lisa J. Moreira  
Horace Mann School, NY

Brenda Robbins  
Minnehaha Academy, MN

Lawrence Sampleton  
St. Stephen’s Episcopal School, TX

Jack Sweeney  
Indian Springs School, AL
We are grateful to these generous organizations, schools, and individuals whose support helped us strengthen our programs and continue to innovate.

• American Promise
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• CalWest Educators Placement
• Carney, Sandoe & Associates
• The Center for Transformative Teaching & Learning
• Disney Youth Programs
• Educator’s Ally
• The Edward E. Ford Foundation
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NAIS EMPOWERS INDEPENDENT SCHOOLS AND THE STUDENTS THEY SERVE