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The 2012–13 year was memorable not only because NAIS named a new president, John Chubb, but because it launched Inspiration Lab, an online showcase for creativity at independent schools. Every day, independent schools pioneer new approaches to teaching and learning, delivering engaging educational experiences to their students and serving as labs of innovation for all schools. Throughout this annual report, we mention some of these stories, but you can find many more at www.inspirationlab.org. We hope you will continue to contribute your own stories.

John Chubb has traveled across the nation to introduce himself and learn firsthand member interests and concerns. In a presidential transition, an organization has the opportunity to stretch and renew itself, reinforcing its identity and reenergizing for the future. Thanks to the input of our members, the support of our volunteers and funders, and the vision of a new president, NAIS stands ready to continue its mission of strengthening the independent school community and communicating its value to the public.
As I assume the leadership of NAIS, I’m struck by the incredible opportunities our schools and our industry face.

This is an exciting time to work in the field of education. New research is helping us better understand how the human brain learns and what motivates students; technology offers opportunities to reach students in new ways and to connect with others around the globe; and bright young people, who steadily fled teaching for more attractive options in the past, are returning to the profession.

Certainly, the challenges our industry faces are formidable. A generation ago, 11 percent of American students attended private schools. Today, only 9 percent of students are served by these schools. Whereas once the choice for families was between traditional public schools and private schools, the range of options is much greater now, from charters and magnets to homeschooling and online schools.

The slowly rebounding economy has limited the number of families who can afford our schools and has damaged the financial optimism of many who can. Families are looking to get the most value from each dollar they spend, so they naturally question the worth of an investment as large as an independent school education.

We’re also witnessing a rapid shift in the demographics of our country. As the nation becomes increasingly diverse, many schools have struggled to attract families who do not have prior experience with independent education.

Our schools are also struggling to retool a financial model that has grown exponentially in cost over the years. Yet, amid these challenges, our schools are enduring. They continue to offer a top-notch education to their students, and many schools are working to expand their reach to other parts of their communities.

I believe that the independence of independent schools has helped our industry weather this tumultuous period. Independent schools have the unique freedom to try out new ideas, to pioneer new models of education, and to innovate to address any challenge that crops up. Our distinctive missions help families connect with the schools that will best serve their children’s needs. Our independence also encourages us to strive constantly for excellence.

At NAIS, we envision a future in which all independent schools are innovating and prospering. We envision a vibrant community of independent schools for a changing future and a demanding world. I know you will join me in embracing the opportunities ahead of us.
We encourage exploration

A Special Partnership between Two Cultures

At The Lippman School in Akron, Ohio, a partnership with the Northern Cheyenne Nation in southeast Montana has given students some new perspectives — about each other, about themselves, and about the history of our country. This program has taken each school’s students’ cultural awareness, appreciation, and understanding to a much higher level.

Read more
http://inspirationlab.org/story/4915
A Report from Our Board Chair

John E. Creeden
NAIS Board Chair, 2012–13

By almost any measure one could imagine, this has been a very good year for NAIS. There’s been record participation in all of the institutes, the Trendbook is selling like hotcakes, and let’s not forget that this year NAIS celebrated 25 years of the People of Color Conference.

NAIS continues to be dedicated to providing services to schools, to leading the conversations about innovation, and to modeling best practices in all we do. We are committed to increasing the value proposition by expanding services in SSS, conferences, workshops, and publications; to generating thinking about the threats and opportunities for the industry; to developing deep and deliberate processes on the complicated issues facing all schools; and to modeling best practices in our own hiring and the professional development of our staff.

In the final analysis, however, NAIS is about delivering services to you, our members.

And as trustees, one of our most important responsibilities this year was to select a leader to succeed Pat Bassett, which in and of itself was no easy task. The board appointed John Chubb because we believe his experience and expertise match what the membership described as essential for the next president. You said NAIS needed someone who could look at the challenges facing education today and develop fresh, bold ideas to address them. You asked us to find someone who would inspire us to investigate new opportunities and help us decide on the best course for our schools.

The board saw in John a person who has dedicated his professional life to, and is passionate about, improving educational opportunities for children. But it’s not John’s specific affiliations that make him the ideal candidate; it’s his skill at forging partnerships and helping others understand what is important to those he serves.

As trustees, we have the responsibility of representing all of the schools in the membership, from the small new schools with few resources to the oldest, best endowed schools in the country. The NAIS board must serve schools at both ends of the spectrum as well as those in the middle. In John Chubb, we have found someone who will represent all of our schools and lead NAIS in the partnership model with schools that is at the core of our mission statement and history.

As you get to know John, I feel confident that you will see the inspirational leader we have come to know. Together, we can help all schools move forward.
The Hill School in Pottstown, Pennsylvania, focused a series of events during its Honor Awareness Week on the theme of “Integrity,” which included visiting speakers, faculty-led discussions, and all-school readings of books. This program tied in with the school’s core tenets of community, academic excellence, meaningful and balanced structure, principles, and history and traditions.

Read more
http://inspirationlab.org/story/4986
Member Minutes

Thursday, February 27, 2014
Location: Swan and Dolphin Resort, Orlando, FL

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 27, NAIS has 1,491 full and candidate school members and 76 member associations. NAIS welcomed 36 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 18, NAIS has 263 school subscribers. This brings us to 1,754 schools in our membership and subscription.

Katherine encouraged attendees to visit the Member Resource Center in the Exhibit Hall to meet NAIS staff and to learn more about programs and resources produced with them in mind. She provided the following highlights of the work underway this year:

- This conference marks the official debut of Data and Analysis for School Leadership (DASL). In DASL, schools will still be able to work with the 33 years of data that they have contributed to StatsOnline, but they will find the interface more intuitive and the data cleaner. What’s most exciting is that DASL represents a collaboration of more than 30 independent school associations, which should greatly reduce the number of surveys schools complete each year.

- In the area of research, recent reports have focused on governance practices, study abroad programs, and the role of financial aid in admission decisions. In a new “Deep Dive” research endeavor, NAIS is convening research working groups made up of school leaders and outside experts to tackle the complex challenges and key issues for our schools, and then taking those conversations to you.

- Inspiration Lab is a new online venue to share and highlight stories of the innovative learning taking place at schools.

- The NAIS Connect online communities are truly coming alive; NAIS is seeing more and more productive discussion happening there as peers share information and ideas on a daily basis.

- NAIS is expanding and refreshing its leadership development opportunities.

- NAIS’s Trend Talks continue in March 2014 and will be hosted by three member schools. These regional, in-person events expand on the trends explored in the NAIS Trendbook.

- Attendees can find new books — including the new Diversity Work in Independent Schools and the Handbook on Child Safety for Parents — at the NAIS conference bookstore.

- Last, with members’ input, NAIS continues to produce resources in areas they have indicated are the most important to them, including affordability, leadership, governance, school safety, diversity, and educational technology.

Bernie Noe, chair of the Governance Committee, presented on the work of this committee.

Continued
Several years ago, The Harker School in San Jose, California, became one of the first schools nationwide to implement KidLead, an executive-caliber, globally recognized leadership training program designed especially for preteens. Topics such as responsibility, commitment, optimism, and communication were discussed and practiced, with the aim of teaching students leadership skills.

*Read more*  
http://inspirationlab.org/story/5351
Vote on the Election to a Three-Year Term as Trustee: 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:**
- Pilar Cabeza de Vaca, Head of School, The Madeira School (Virginia)
- Elizabeth Coleman, Director of the Elizabeth Coleman Center for the Advancement of Public Action at Bennington College (Vermont)

**Election to a First Three-Year Term as Trustee:**
- Fran Bisselle, Head of School, Maple Street School (Vermont)
- Mark Davis, Head of School, St. Luke’s School (Connecticut)

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 Trustees:** 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:
- James Rogers, Principal, Butler Rogers Baskett (Connecticut)
- Robert Witt, Executive Director, Hawaii Association of Independent Schools (Hawaii)

Mike Saxenian, 2013–14 board treasurer, presented the Treasurer’s Report.

Mike Flanagan, NAIS Services Division CEO, provided a quick update on School & Student Services by NAIS. He mentioned that SSS is migrating to a new SSS platform. Currently, NAIS is testing the platform and has a few schools that are piloting the platform, including Phillips Exeter and Culver Academy, both of which are participating as large schools. Approximately 750 families have created an account, and 500 have submitted completed applications.

John Chubb, NAIS president, presented the President’s Report and talked about the state of the organization. John also provided updates on all of the products and services NAIS offers member schools, including NAIS’s plans on research and the launch of DASL. John ended his report by providing information on what’s next for NAIS.

Finally, Jack Creeden made closing remarks.

A motion to adjourn the meeting was seconded and passed, and the meeting was adjourned.
WE SHAPE THE FUTURE

Making Global Citizen-Students

At the Head-Royce School in Oakland, California, a school-wide green initiative has reduced water consumption by more than a third and landfill waste by 50 percent. Seventeen percent of the school’s energy is solar-powered. All students participate in activities that emphasize ecological sustainability, environmental health, nutrition, personal responsibility, and leadership with the aim of equipping students with the knowledge and skills necessary to become global citizens.

Read more
http://inspirationlab.org/story/5058
NAIS has completed another vigorous and productive year, and the numbers reflect our continued success. The Finance Committee of the board and the staff worked together to ensure that NAIS resources were both well-managed and well-used. Most important, we continued our efforts to increase the value of membership to NAIS member schools.

Solid planning, careful management, and successful execution of initiatives resulted in an operating surplus at the end of fiscal year 2012–13. Total operating revenues were $21,534,000, and total operating expenses were $20,697,000. Total operating revenues exceeded operating expenses by $837,000. Revenue from member dues remained at 34 percent of budget with a steady increase in new members. The balance of annual operating revenues was generated by non-dues services, such as conferences, workshops, products, and other services.

Our challenge and charge during the last few years of slow economic recovery has been to continue our dialogue with members for feedback and to support you in your most pressing challenges. We continue to provide independent schools with relevant data through products, financial models, and other resources giving schools insight into financial sustainability. NAIS will continue to provide timely and relevant resources to help achieve the vision of a vibrant and growing independent school community.

As part of this effort, NAIS continued to invest in technology to provide schools with better, more user-friendly experiences though our online tools and services. Many of these programs seek to connect our members more effectively with information and with each other.

We started the overhaul of StatsOnline and its conversion to the faster, easier, and more relevant DASL (Data and Analysis for School Leadership) platform. As a first step in a series of improvements, we added interactive graphic dashboards to make DASL the indispensable tool to support strategic analysis, benchmarking, and a deeper understanding of what it takes to guide a school in these changing times. We continued to enhance our website, and more improvements are yet to come.

I hope this snapshot of recent results and accomplishments gives you some insight into the many ways NAIS has worked hard to return value to the membership and to provide educational leadership nationally and globally.

### Revenue and Support

- **Membership dues and subscriptions:** $7,805,451 (36%)
- **Financial aid services:** $5,886,249 (27%)
- **Publications:** $642,274 (3%)
- **Conferences and workshops:** $5,371,549 (25%)
- **Other revenues:** $255,508 (1%)
- **Foundation and corporate support:** $1,623,612 (8%)

### Expenses

- **Program expenses:** $18,783,235 (91%)
- **Supporting services (management and general, member development, fund-raising):** $1,914,278 (9%)
In St. Louis, New City School follows the principles of Multiple Intelligences, a theory that there are eight intelligences that need to be nurtured and developed in children: linguistic, logical-mathematical, spatial, musical, bodily-kinesthetic, naturalist, interpersonal, and intrapersonal. The unique program capitalizes on students’ existing strengths, encouraging them to use what they’ve learned in new and different ways to move them along the learning continuum.

Read more
http://inspirationlab.org/story/5133
2012–13 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
Elizabeth A. Duffy, The Lawrenceville School, NJ (chair)
Robert Green, R.L. Green & Associates Management Consultants, MD

2012–13 CALL TO ACTION: NAIS’S NATIONAL THINK TANK AND ADVISORY COUNCIL ON DIVERSITY
Julian Braxton, The Winsor School, MA
Olivia Brown, Independent School Alliance for Minority Affairs, CA
Pamela Buchanan Miller, The Latin School of Chicago, IL
Clinton Carbon, Dwight-Englewood School, NJ
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Stephanie Royal, New Canaan Country School, CT
Jack Soliman, St. John’s School, TX
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Chris Thinnes, Curtis School, CA
Cheryl Ting, Redwood Day School, CA
Kisha Watts, The Taft School, CT
John West, The Mirman School, CA
Felicia Wilks, Friends School of Baltimore, MD
Stacey-Lee Williams, Somersfield Academy, Bermuda
Anthony Witte, Head-Royce School, CA

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Debbie Gibbs, The Lowell School, DC
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Lou Salza, Lawrence School, OH

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Mindy Hong, The Baldwin School, PA
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Barbara Kraus-Blackney, Association of Delaware Valley Independent Schools, PA
Irene McHenry, Friends Council on Education, PA
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Paul Mickey, Steptoe & Johnson, LLP, DC
Lou Salza, Lawrence School, OH
Robert M. Witt, Hawaii Association of Independent Schools, HI

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Donna Lindner, The Agnes Irwin School, PA
Nishant Mehta, The Children’s School, GA
Kim Sivick, Pennsylvania Association of Independent Schools, PA
Kelsey Vroomunn, The Urban School of San Francisco, CA
Jessica Warren, Harrisburg Academy, PA

Continued
For more than 30 years, the Episcopal School of Dallas, Texas, has let its upper-school students showcase their artistic, writing, acting, and film editing skills during its annual Shakespeare Week. The program allows students to work collaboratively or independently to highlight their creativity as they confront the question of Shakespeare’s relevance in contemporary society and explore his timeless themes of love, loyalty, revenge, jealousy, betrayal, redemption, and, particularly, self-reflection.

Read more
http://inspirationlab.org/story/5279
2012–13 Volunteers at Work, continued

NAIS 21ST CENTURY CURRICULUM AND TECHNOLOGY TASK FORCE

Jennifer Voorhees, Sidwell Friends School, DC (chair)
Chris Bigenho, Greenhill School, TX
Susan Booth, Consultant, VA
Jill Brown, Albuquerque Academy, NM
Liz Davis, Belmont Hill School, MA
Laura Deisle, The Lovett School, GA
Wendy Drexler, International Society for Technology in Education, DC
Sally Garza, Lawrence School, OH
Arvind Grover, Grace Church School, NY
Sophie Halliday, St. Andrew’s Priory School, HI
Peter Hess, Brewster Academy, NH
Larry Kahn, The Kinkaid School, TX
Howard Levin, Schools of the Sacred Heart, CA
Shabbi Luthra, American School of Bombay, India
Demetri Orlando, Buckingham, Brown & Nichols, MA
Eileen Powers, Campbell Hall, CA
Alex Ragone, City and Country School, NY
Jason Ramsden, Ravenscroft School, NC
Linda Swarlis, Columbus School for Girls, OH
Albert Throckmorton, St. Mary’s Episcopal School, TN
Geoffrey Wagg, Waynflete School, ME

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Chelsea Collins, The Kinkaid School, TX (co-chair)
John Hoye, The Awty International School, TX (co-chair)
Jack Soliman, St. John’s School, TX (co-chair)
Jenine Alig, The Kinkaid School, TX
Dyvar Anderson, The Fay School, TX
Eddie Carson, Houston Christian High School, TX
Isaiah Coleman, Episcopal High School, TX
Troy Flowers, The Kinkaid School, TX
Amy Gready, Episcopal High School, TX
Estella Guien, St. John’s School, TX
Florence Harris, St. John’s School, TX
Elisse Hayes, St. Francis Episcopal Day School, TX
Gabriela Flores Irwin, Houston One Conference, TX
Ronald Jackson, The Awty International School, TX
Susan B. Lair, St. Francis Episcopal Day School, TX
Deidre Lodrig, The Post Oak School, TX
John Mendoza, St. John’s School, TX
Cheryl Plummer, St. John’s School, TX
Pat Reynolds, St. John’s School, TX
Mirani Smith, The Post Oak School, TX
Marion Talon, Episcopal High School, TX
Anton Truong, The Awty International School, TX

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Lynne Breen, Waynflete School, ME
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Katherine (Kathy) B. Lott, Fort Worth Country Day School, TX
Andrew (Drew) R. Miller, Cranbrook Schools, MI
Lisa J. Moreira, Horace Mann School, NY
Brenda Robbins, Minnehaha Academy, MN
Jack Sweeney, Indian Springs School, AL

SCHOOL & STUDENT SERVICES FINANCIAL AID CONFERENCE PLANNING COMMITTEE

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Amy DeBorst, The Green School, TX
Peggy Dupuy, The Altamont School, AL
Sheila Hicks, Riverdale Country School, NY
John Hutchins, Phillips Exeter Academy, NH
Sean Kriebel, The Boys Latin School of Maryland, MD
Katrina Lappin, Redwood Day School, CA
Andrew (Drew) R. Miller, Cranbrook Schools, MI
Felicia Paik, Archer School for Girls, CA

SCHOOL & STUDENT SERVICES LEADERSHIP FORUM PLANNING COMMITTEE

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Katie Lindsey, The Hewitt School, NY
Andrew (Drew) R. Miller, Cranbrook Schools, MI
Gretchen Reed, National Business Officers Association, CA
Christopher Tompkins, Perkiomen School, PA
At the Bosque School in Albuquerque, New Mexico, middle- and upper-school students volunteer as monitors of the Rio Grande and its riverside forest, providing river monitors with data and analysis that inform decisions about projects slated for the waterway. The program also provides students with lessons on science, stewardship, and education.

Read more
http://inspirationlab.org/story/5344
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Head of School  
The Madeira School, VA

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Metairie Park Country Day School, LA

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President, School Year Abroad, MA

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*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

Gifts at Work

Sponsors and Contributors in 2012–13

We are grateful to the following organizations, schools, and individuals whose support helped us strengthen our programs and continue to innovate.

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Patrick F. Bassett  
The Benedict Foundation for Independent Schools

The Edward E. Ford Foundation

The Esther A. and Joseph Klingenstein Fund, Inc.

**SPONSORS: 2012 INSTITUTES, 2012 PoCC, AND 2013 AC**

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StratéGenius

TIAA-CREF

Veracross
Porter-Gaud School in Charleston, South Carolina, embraces computer games as important learning tools for all its high school students. Students create games based on their personal interests and individual research, with topics that have ranged from the NSA to anorexia.

Read more
http://inspirationlab.org/story/4032
“We envision a vibrant community of independent schools for a changing future and a demanding world.”

—NAIS President John Chubb

National Association of Independent Schools

www.nais.org