INNOVATIVE
Inclusive
INDEPENDENT
Interdependent
Eleven years ago, I landed at Logan Airport in Boston to attend my first NAIS board meeting amid the pleasant surroundings of Copley Square, with its bookstores, churches, and 19th-century air. The talk was all about the impending move to Washington and the precarious financial challenges it presented.

Now, as I finish my last board meeting as chair, I take great pleasure in the distance traveled, and especially in the remarkable progress of the last 18 months. Pat Bassett has accomplished a mighty work in carrying out the mandates of the Strategic Plan, from the creation of an amazing array of resources on the NAIS website to the new partnership with state and regional associations to the formation of the NAIS Commission on Accreditation to the Advocacy Initiative. All at an eye-popping speed (called “PatSpeed” within the Washington office)! On top of this is the fact that dues have not increased for the first time ever.

As NAIS continues to open new doors, there is a renewed sense of excitement and adventure among member schools. At the end of my tenure on the board, I take special pride in the relationship being forged between NAIS and state, regional, and other national associations. This, more than any other single accomplishment, holds the key to the future. The presence of Sarah Daignault, executive director of the National Business Officers Association, and Peter Tacy, executive director of the Connecticut Association of Independent Schools, on our board speaks volumes about the progress made. My best wishes to Pat Bassett at this critical juncture. His leadership is compelling and transforming.
NAIS had a banner year in 2001-02, as is demonstrated by the “Goals Report” highlights our membership will see in other sections of this annual report. For the tireless and inspired work of the NAIS staff and the support of our membership, I am truly grateful.

As NAIS looks to its role and future as an organization, we will continue to experiment with new models of “doing business.” One of the four I’s of our core values (Independence, Interdependence, Inclusivity, and Innovation) dictates that we experiment, take some risks, make some mistakes, and model being a “learning organization.” The spirit of this commitment is to be on the bleeding edge, so that our member schools can be on the leading edge. In that vein, for example, NAIS is experimenting with and modeling various innovations:

- **“Open Book Management”**: Virtually all of our business is open for anyone to see — NAIS board and staff rosters, board minutes, the strategic plan, our annual team goals, and reports on how well we’ve done to achieve them.

- **“Trial Ballooning”**: Before we act in arenas that may be controversial, we float “trial balloons” to see which way the wind might be blowing. In one instance, we sought and received endorsement of the principle of posting administrative
salary medians for all to see in a national table, based on the premise that it would help attract more talent into leadership roles from the wider community. In another instance, we sought approval in principle to more disclosure and cooperation with media in making available school data, but backed off when our school leaders cautioned us that such a posture could be a slippery slope that might undermine NAIS’ strong and valuable stand opposing school rankings. A third example occurred when we floated the possibility of a commitment to Hawaii, a model of the integration of various cultures and ethnicities into a harmonious blend, as our site for the NAIS People of Color Conference in December 2003: This got a green light.

**Staff Evaluation:** All NAIS staff now undergo an evaluation and contracting system that entails two critical components:

- a 360-degree feedback instrument (online, combining data from four quarters — self, peer, supervisor, subordinates).
- an administrative team assessment of where the employee fits within a quadrant system: high performance/good attitude; poor to average performance/good attitude; good performance/bad attitude; poor performance/bad attitude. We have acted upon the results accordingly, in respective order, with rewards, training, probation, and termination.

**Re-engineered Compensation:** NAIS has been proactive in advocating re-thinking about compensation and re-design of compensation systems for 21st-century schools, and we are attempting to model our version of the new models one
can find on the NAIS website (pay for performance; broadbanding; rank/tier systems). In our case, to balance the issues of equity and market value with performance, the new NAIS compensation system involves the following dimensions:

- Cost-of-living increases as one component.
- Marketplace adjustments as a second component. Based on an outside agency’s survey of the salaries for each job in the organization, benchmarked against comparable associations’ salaries for similar positions (the equivalent of a school’s using benchmarks from NAIS StatsOnline), NAIS made adjustments so that each person’s salary was positioned at least at the 50th percentile marketplace benchmark.
- Recognition of loyalty in terms of length of service.
- Individual performance rewards based on the results of the evaluation.
- Group performance rewards as the teams and the organization met their ambitious goals.

**Equity and Justice:** Reflecting the strategic plan’s imperative to deepen our diversity efforts and in the name of modeling what we preach, NAIS’ year has been punctuated by two new developments:

- Delegation for Diversity: Over 70 NAIS colleagues participated in our first foray into exploring global issues of diversity, this past August (2002) in South Africa. Building on this success, NAIS anticipates a similar sojourn to Brazil in the summer of 2004.
Appreciative Inquiry: NAIS pilot-tested a new approach to strategic planning and diversity training called “appreciative inquiry,” a process that transcends the “deficit discourse” of much diversity training (including NAIS’s MAP-multicultural assessment program of the past). Using the AI approach, an organization can discover and affirm its strengths and find ways to direct those strengths towards advancing the diversity agenda.

Risk-taking and Experimentation: One NAIS team, Information and Research, has as part of its mission the goal of developing new products and services. Like the for-profit, corporate world, NAIS believes it should market-test new ideas, pilot new products, and develop new services that will meet the member-identified needs of our industry. Last year, we devoted much time, energy, and significant resources to the R&D stage of several such new enterprises, all of which should come to fruition via rollouts in 2003:

- Resumé-searching on the revised website’s new Career Center.
- The Advocacy Initiative, whereby NAIS brokered the deal for 36 independent school associations to come together as an industry and advocate for closing the gap between the public perception and the reality of independent schools.
- The Selection Partner, a new tool to help school search committees conduct head and administrative searches.
- Online and Spanish-language SSS financial aid forms.
- Re-tooled and more user-friendly StatsOnline.
• NAIS/BoardSource online board evaluation instrument and re-tooled Governance through Partnership customized board retreats.
• Expansion of electronic publications, beyond the E-Bulletin to include an online version of Independent School magazine.

Conclusion
As we point to the future, we will continue to explore other means by which to improve ourselves and thereby improve the value proposition to our schools. We may well look to Baldridge-type definitions\(^2\) of achieving quality and excellence for 21st-century organizations. Those criteria may well be the criteria by which schools of the future will also be measured: visionary leadership, customer-driven excellence, organizational and personal learning, valuing employees and partners, agility, focus on the future, managing for innovation, management by fact, public responsibility and citizenship, focus on results and creating value, systems perspective. Should these values in fact be part of the NAIS agenda for 2003? I plan to continue in 2003 to crisscross the country to probe our school leaders’ opinions on all these matters.

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Although NAIS had multiple targets this year, it maintained focus throughout, guided by the four I’s: Independent, Interdependent, Inclusive, and Innovative.

In 2001-2002, NAIS:

- Launched the revitalized NAIS website, reflecting its transformation into a premiere information organization, delivering for the first time a database-driven, interactive site that offers member schools, parents, corporate subscribers and the public quick access to more than 1,500 HTML documents, Powerpoint presentations, helpful links, and more.

  In order to provide timely, informative, and well-organized content to its public, NAIS gave www.nais.org a new face on the front end and a new engine on the back end, including:

  • Unique usernames and passwords for each member providing access to specialized content based on a user’s role at a school.
  • Online ordering systems giving all users quick access to registration for NAIS conferences and purchasing NAIS publications.
  • Specialized tools such as the Career Center, the Educators’ Idea Exchange, and StatsOnline, giving
NAIS members valuable networking and research opportunities only available from NAIS.

- Increased resources helping independent school parents.
- Administrative tools give each NAIS team the ability to post and manage its own content, ensuring that the site is managed by those who know the information best.

Users have reacted positively to the new site, as NAIS saw a sizeable increase in the response rate to the request for users to log in and personalize their accounts.

NAIS, together with 36 partners, successfully launched the **Advocacy Initiative**, a three-year campaign to promote the unique characteristics and value of independent schools to the following constituents: future teachers, policymakers, the media, prospective students and their families, and the general public.

- Created The NAIS Strategic Links Program to improve communications with state and regional associations and member schools. NAIS president Pat Bassett, together with senior staff, made 72 association visits worldwide in 2001-2002.

- Designed the Leading Edge recognition program, NAIS’s first-ever member recognition program, to honor excellence in four key areas: innovative curriculum, technology, community relations, and equity and justice.

- Developed, in collaboration with the Klingenstein and E.E. Ford Foundations, the Leadership Development Program —
a sequence of professional development opportunities that identifies, supports, and promotes emerging leaders in independent education.

- Reinforced NAIS’s commitment to equity and justice through the national presentations of Gene Batiste, vice president, equity and justice initiatives. Gene not only served as a strategic link to the associations of the Southwest, but represented NAIS through visits to schools and organizations throughout the country. These included serving on the faculty of the Developing and Mentoring Leaders of Color Conference, hosted by the California Association of Independent Schools, and presenting at PoCC, the Hawaii Association of Independent Schools, Hawaii Admissions Directors, Hanahau’oli School (HI), the NAIS Annual Conference, Gilman School (MD), Packer Collegiate Institute (NY), as well as presenting to a group of African American board members from Boston independent schools.

The 14th annual People of Color Conference, together with the Student Diversity Leadership Conference, attracted more than 1,800 participants in Providence, Rhode Island, under the theme “Connecting Cultures, Connecting Worlds.”

NAIS launched the first Delegation for Diversity, a program designed to make diversity initiatives global. The inaugural 10-day journey to South Africa took 55 diversity practitioners, heads, administrators, and teachers to schools and communities in Cape Town, Johannesburg, Soweto, and Pretoria — both to learn and to promote educational exchanges.
NAIS reconstructed the Call-to-Action, a representative group that convenes every year to address issues of diversity and multiculturalism in independent schools. Its mission includes supporting best practices, providing professional development for the membership, and creating healthy, inclusive, and equitable educational communities.

To better serve member needs, the Equity and Justice Initiatives team hired Simone Katchay, administrative coordinator of equity and justice initiatives.

- Debuted several new communications pieces, including:
  - the *NAIS E-BULLETIN*, a monthly web-linked communiqué serving 10,000 staff in member schools.
  - a monthly *HEADS UP*(date) e-mail to member heads written by NAIS’s president.
  - increasing the visibility and interactivity of *Independent School* magazine, in order to raise the level of debate within the educational community.
  - a parent education booklet, *Surviving the College Search*, on college placement issues, which will offer another title for NAIS’s increasing parent market.
  - six listserves, to promote networking and knowledge-sharing among members in critical areas: heads, division heads, financial aid officers, communications professionals, diversity officers, and admission directors.

- Working with Advocacy Initiative partners, established the Rapid Response Network listserv, which enables independent school communicators to respond quickly to media queries and to network among themselves.
- Published several op-ed pieces in *Education Week* by NAIS president Pat Bassett and provided quotes for the *LA Times*, *New York Times*, *Washington Post*, *Dallas Morning News*, *Philadelphia Inquirer*, *Baltimore Sun*, *Boston Globe*, *Nashville Tennessean*, *St. Louis Post-Dispatch*, *ESPN*, business journals, and many smaller media outlets throughout the nation. NAIS also provided data to *Time*, *Newsweek*, *ABC News*, *NBC News*, *CNN*, *Dutch Public Television*, *German Public Television*, *NPR*, and many small national and international media outlets.

- Attracted 52 new members through a revised membership policy and a streamlined internal process. It also developed a three-year member acquisition campaign, focusing on 800 schools that are SARAN members, but not NAIS members.

- Increased Corporate Subscriber participation in NAIS events, exceeding budget goals by $25,000.

- Received board approval on three public policy position statements: Access and Affordability, Institutional Independence, and The Public Purpose of Private Education.

- Developed a pilot network of independent school attorneys in The South in an effort to create a source of attorneys familiar with independent school issues.

- Pursued NAIS’s legislative agenda through Capitol Hill communications by focusing on NAIS’s five lobbying priorities: seeking equitable participation for private schools in the Individuals with Disabilities Education Act (IDEA) (reauthorization process);
supporting incentives to enhance teacher recruitment initiatives; improving charitable giving opportunities; and increasing access to telecom services.

- Developed more than 20 advisories, co-authored two *amicus* briefs presented to the U.S. Supreme Court, joined in four other *amicus* briefs, and developed or signed on to nearly 10 regulatory filings or letters.

- Offered members an outstanding annual conference in San Francisco, drawing more than 4,000 participants. Created a 10-year site plan for the Annual Conference and People of Color Conference.

- Re-focused the content of the Institute for New Heads to reflect the current concerns of member heads and began preliminary planning for replicating the institute at two different sites.

- Trained SARAN executive directors to conduct Governance through Partnership workshops in international member schools and began conversations with international regional associations about how to best address the professional needs of these schools.

- In response to the events of September 11th, designed a collaborative program with the Council on Ethical and Spiritual Education to address the challenges of both teaching and modeling ethical behavior in the face of responding to world crises.
Conducted a successful Leadership through Partnership workshop for 100 heads and board chairs.

Provided enhanced StatsOnline services to members and non-members. Rolled out the second year of StatsOnline surveys and benchmarking. More than 1,000 member schools (14.1% increase over last year) and nearly 700 nonmembers (110.8% increase) participated in the 2001 surveys. Added staff to improve customer service response time to user inquiries.

Produced and released national and regional statistical indicators of independent schools. For each of nearly 30 participating regional, state, and local associations, NAIS provided a summary of key statistical indicators for their school members that participated in StatsOnline.

Published online resources and national statistics for members by creating Statistical Resources section of the NAIS website and posting 50 national statistics tables and the StatsOnline Benchmarking User’s Guide. For the public, created summary of key independent school statistics and “Research and Statistics” resources in the NAIS Resources section of the website.

Conducted online survey of heads and board chairs regarding leadership priorities and board composition. Refreshed earlier NAIS research on two topics: whether board chairs and school heads prioritize similarly, the head’s responsibilities,
and the composition and operations of boards. More than 300 heads and board chairs participated in the study.

- Studied attrition patterns in independent schools to identify school factors that may contribute positively to student retention. Based on StatsOnline survey responses for 2001-02, examined more than 100 individual statistics at more than 840 member schools to identify differentiating characteristics between schools with high and low attrition rates.

- Completed redesign of the Parents’ Financial Statement for the School and Student Service for Financial Aid (SSS). The new form will be piloted beginning in December 2002 at a dozen schools prior to full release. Translated the form into Spanish — rollout of a Spanish-language tool scheduled for next year.

- Coordinated, planned, and delivered seven financial aid workshops reaching over 370 participants from 249 schools.

- Implemented as a pilot-program, a virtual “Customer Service Center” to streamline member requests over the phone.
The annual meeting of the National Association of Independent Schools was held at the San Francisco Marriott in San Francisco, California, on February 28, 2002. Paul M. Pressly, headmaster of Savannah Country Day (GA) and chair of the Board of Directors, called the meeting to order at 12:30 p.m.

Following his greetings and report, Mr. Pressly offered thanks and acknowledged the service of those directors leaving the board: Bob Chambers, Athens Academy (GA); Patsy Howard, Greenwich Academy (CT); Dan Richardson, Cape Henry Collegiate School (VA); and Milton Sipp, Riverdale Country School (NY).

Mr. Pressly then introduced Val Iwashita, chair of the Governance Committee, to give the committee’s report. Dr. Iwashita asked for ratification of Paul Pressly, Maurice Watson, and Roger Bass to their officers’ terms. The membership, after having been duly notified 60 days in advance, in accordance with the bylaws, ratified the officers’ terms.

Dr. Iwashita then presented the slate of nominees for three-year terms on the NAIS Board of Directors: Sarah Daignault, National Business Officers Association (CO); Jacqueline Pelzer, Early Steps
Incorporated (NY); Peter Tacy, Connecticut Association of Independent Schools (CT); Sandra Theunick, The Chapin School (NY). The Committee’s nomination for the open one-year term was: Kristi Kerins, Head of School, Lake Forest Country Day School, IL. Mr. Pressly noted that the slate of directors had been approved by the board. The slate of directors was then unanimously ratified by a vote of the membership.

Mr. Pressly then introduced the treasurer, Roger Bass, to give the treasurer’s report.

Mr. Pressly thanked Pat Bassett, president, for his leadership of NAIS and many accomplishments during his first year in office.

The meeting was adjourned at 1:20 p.m.

Maurice A. Watson
Secretary
The NAIS Fiscal Year 2001-2002 ended with a positive change in unrestricted net assets of $1,038,000. This positive change in net assets resulted from total unrestricted revenue and other support of $11,136,000 and total expenses of $10,098,000. The Finance Committee anticipated a surplus due to the increase in revenue from our ownership of the School and Student Service for Financial Aid (SSS) and the cost savings and success of the NAIS conferences and workshops. The SSS revenue saw significant increases in the number of applications in the last few years.

In response to the research conducted by NAIS in accordance with the Strategic Plan, the Fiscal Year 2001-02 budget provided resources for a number of new programs. First, our newly redesigned website has proven to be an important resource to our members. It includes a new Career Center with job postings, assessment tools, and resources about careers in independent schools. We conducted our first online conference registration, and members can now update their member information online.

Secondly, 2002-03 was the first year of the Advocacy Initiative led by 36 independent school associations which focused on research and offered a comprehensive communications handbook including a Rapid Response Network to issues that confront our schools as they arise. Our members responded with great support and enthusiasm to these expanded programs.
You will be pleased to know that during the September 2002 Board meeting, the NAIS trustees approved the following allocation of the surplus:

- $300,000 was designated for a one year advertising campaign to draw prospective teachers and administrators to NAIS schools

- $438,000 allocated to the NAIS reserve fund.

- $300,000 was designated to lower dues for Fiscal Year 03-04. We are pleased to announce NAIS will be able to have a second consecutive year without a dues increase.

NAIS is designing and refining a number of programs to help schools address those leading issues facing independent schools. The second year of the Advocacy Initiative has focused on a nationally coordinated media outreach, including a major campaign to encourage prospective teachers to use our online Career Center. NAIS remains committed to equity and justice and has assured that the annual People of Color Conference retains its original vision. NAIS’s Leadership Initiatives has built a comprehensive leadership development program, assessment tools and information resources designed to ensure the strongest possible leaders for independent schools. Now we are ready to initiate The Financing Schools Project, which will explore new ways for schools to generate revenues and reduce expenses. All of these projects address some of the top priorities of NAIS, as identified in the Strategic Plan.

It is a pleasure, as Treasurer, to share with you some of the many activities taking place at your NAIS and to give such a positive report.
## Fiscal Year 2002

### Revenue

#### Membership
- Membership Dues: 4,618,890

#### Communications
- Publications: 605,768

#### Finance & Administration
- Interest Income: 213,958
- Realized/Unrealized Gain on Investments: 112,638
- Mailing Labels: 10,778

#### Information and Research
- School and Student Service for Financial Aid (SSS): 3,425,320

#### Management
- Recognition/Accreditation Program: 1,850

#### Member Relations
- Corporate Subscriptions: 127,960
- Corporate Contributions: 4,220

#### Professional Development
- Annual Conference: 1,127,142
- People of Color Conference: 547,991
- Workshops: 387,556

#### Others
- Advocacy Initiative Partners Assessment: 126,714

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<td>Net Assets Released from Restrictions</td>
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<td>Category</td>
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MANAGEMENT TEAM
President, Patrick F. Bassett
Chief Operating Officer, M. Jeffrey Moredock
Chief Financial Officer, Thoai Hovanky
Vice President, Equity and Justice Initiatives, Harold Eugene Batiste III
Administrative Coordinator for Equity and Justice Initiatives, Simone Katchay
Executive Assistant to President and Board Administrator, Darlene Dove
Staff Attorney, Debra Wilson

COMMUNICATIONS TEAM
Vice President, Communications, Nancy Raley
Director of Publications, Kitty Thuermer
Editor, Independent School, Michael Brosnan (independent consultant)
Editor of Publications, Edward O’Neill Hoyt
Director of Web Services, Cameron Johnson
Director of Public Information, Myra McGovem

FINANCE AND ADMINISTRATION TEAM
Chief Financial Officer, Thoai Hovanky
Director of Human Resources, Elizabeth I. Fedia, PHR
Director of Management Information Systems, Jeffrey Hagerman
Network/Systems and Telecommunication Senior Engineer, George Mendel
Database Administrator, Mary Tucker Grady
Director of Administration and Facilities, Janyce Bryant
Comptroller, Francois B. Innocent
Accounts Receivable Coordinator, Kwoncne Blackwell
Receptionist, Raymond Touya

GOVERNMENT RELATIONS TEAM
Vice President, Government Relations, Jefferson Burnett
Legal Counsel, Debra Wilson
Director of Legislative Affairs, Christopher Collins

INFORMATION AND RESEARCH TEAM
Vice President, Information and Research, Mark Mitchell
Director of Research Initiatives, Martha Lucia Galindo
Director of Statistical Research, Monique Rush
Information Resource Specialist, Crystal D. Gay
Administrative Coordinator, Ioana S. Suciu

MEMBER RELATIONS TEAM
Vice President, Member Relations, Heather Hoerle
Director of Marketing, Shannon Spaeder
Director of Membership, Vivian Dandridge-Charles
Administrative Coordinator for Member Relations, Michael Rease

STRATEGIC INITIATIVES TEAM
Vice President, Strategic Initiatives, Donna Orem
Director of Products and Services Development, Susan Booth

PROFESSIONAL DEVELOPMENT TEAM
Vice President, Professional Development, Claudia Gallant
Director of Meeting Planning, Sheila McManus, CMP
Director of Leadership Programming, Tina Wood
Administrative Coordinator, Kandra Barnes
Administrative Coordinator for Professional Development, Roxanne Schuller
Paul M. Pressly
Board Chair (2003)
Headmaster
The Savannah Country Day School
Savannah, GA
Executive Chair
(all others ex-officio)

Lucinda Lee Katz
Board Vice Chair (2004)
Special Assistant to the Mayor
The Early Childhood Initiative
Adjunct Clinical Professor, The Erikson Institute
Chicago, IL
Equity & Justice, Executive, Governance

Roger J. Bass
Board Treasurer (2004)
Consultant, Resource Group 175
Seattle, WA
Finance Chair, Executive, NAIS Commission on Accreditation

Maurice A. Watson
Board Secretary (2003)
Trustee, The Barstow School
Blackwell, Sanders, Peper & Martin
Kansas City, MO
Executive, Public Policy and Government Relations

President
St. Mary’s Academy
4545 South University Boulevard
Englewood, CO
Equity and Justice, Governance

Val Iwashita (2004)
Headmaster
Iolani School
Honolulu, HI
Governance Chair, Executive, Public Policy and Government Relations

Headmaster
Campbell Hall School
4533 Laurel Canyon Boulevard
North Hollywood, CA
Governance, Public Policy and Government Relations

Reuel “Rudy” Jordan (2003)
Head of School
Bank Street School for Children
New York, NY
Equity and Justice Chair, Executive, Governance

Trustee
The Lawrenceville School
Far Hills, NJ
Equity and Justice, Governance

Trustee
National Cathedral School
Silver Spring, MD
Equity and Justice, Governance

Head of School
Hanahau’oli School
Equity and Justice, Governance

Fran N. Scoble (2004)
Head of School
Westridge School
Finance, Public Policy and Government Relations

Bruce Shaw (2004)
Director
Shady Hill School
Cambridge, MA
Equity and Justice, Executive, Finance

Tyler “Ty” Tingley (2003)
Principal
Phillips Exeter Academy
Exeter, NH
Public Policy and Government Relations
Chair, Executive, Finance

Barney Young (2004)
Locke Liddell & Sapp LLP
Dallas, TX
Finance, Public Policy and Government Relations

Rebecca “Becky” Glenn (2003)
Head of School
The Forsyth School
St. Louis, MO
Membership

Patricia “Patsy” Howard (2002)
Head of School
Greenwich Academy
Greenwich, CT.
Executive Board Development

Daniel “Dan” Richardson
Head of School
Cape Henry Collegiate School
Virginia Beach, VA
Recruitment, Finance

Tenth Grade Dean
Riverdale Country School
Riverdale, NY
Membership, Board Development

J. Robert Chambers, Jr. (2002)
Headmaster
Athens Academy
Athens, GA
Finance
ADVISORY TASK FORCES

INDEPENDENT SCHOOL EDITORIAL BOARD
Susan S. Marrs, Chair
The Seven Hills School, OH
Dane Peters, Brooklyn Heights
Montessori School, NY
Dulany Bennett, Oregon
Episcopal School, OR
Z. Vance Wilson, Saint
Albans School, DC

NAIS Liaison: Michael Brosnan

NAIS LEGAL ASSISTANCE ADVISORY PANEL
Patricia Howard, Chair
Greenwich Academy, CT
Rev. Thomas G. Clarke, The Campbell
Hall School, CA
George Boggs, Dickstein, Shapiro,
Morin & Oshinsky, DC
Lucinda Lee Katz, The University of
Chicago Lab Schools, IL
John Liekweg, United States Catholic
Conference, DC

NAIS Liaisons: Jefferson Burnett
and Debra P. Wilson

EQUITY AND JUSTICE ADVISORY GROUP
Reuel (Rudy) Jordan, Chair
Bank Street School for Children, NY
Hope Boyd, Wildwood School, CA
Sam Salas, Breck School, MN
Ralph Davison, Greensboro Day School, NC
Gloria Harper, Lake Forest Academy, IL
Nigel Sequeira, St. Paul’s School, MD
John Lin, Fessenden School, MA
Meade Thayer, Pacific Northwest Association of Independent Schools
Susan Booth, NAIS staff

NAIS Liaison: Gene Batiste

FINANCIAL AID SERVICES TASK FORCE
William G. Cumming, Chair
Gilmour Academy, OH
Paul Ibsen, Providence Day School, NC
Grant L. Jacks, Friends School of Baltimore, Inc., MD
Jean K. Norris, Miss Hall’s School, MA
Eileen Powers, Campbell Hall, CA
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Cathy Thomas, University of Southern California, CA
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