



National Association  
of Independent Schools

2021

2022

ANNUAL REPORT

[WWW.NAIS.ORG](http://WWW.NAIS.ORG)

# From the President



As the largest association  
of independent schools,

NAIS co-creates

the future

of education

by uniting and empowering  
our community.

**2022 marked the  
60<sup>TH</sup> ANNIVERSARY  
of the founding of NAIS!**

Dear Colleagues,

I'm pleased to share with you the 2021-2022 Annual Report, which offers a summary of NAIS's activities and priorities from **July 1, 2021 through June 30, 2022**. As always this report also provides an opportunity to reflect on where we are as a community of schools and school leaders.

In many ways, this time period represented a return to normalcy in independent schools, as the world began to move beyond the worst impacts of COVID. Yet, with all of the long-term changes ushered in by pandemic disruptions, this new "normal" looks and feels different. From our vantage point at NAIS, we can see the many ways schools have faced, and continue to face, this moment of great change with commitment, creativity, and unity. We see countless examples of schools rising to the challenge to support students—and adults—as they confront worsening mental health. Further, our research shows that independent schools are already succeeding in helping students recover from pandemic losses in academics and social-emotional development. As the nature of work and the workforce itself change, schools are making their people a priority and getting creative in their efforts to draw and retain talented teachers and administrators. In the areas of enrollment and philanthropy, schools are building on lessons learned during the pandemic and finding new ways to demonstrate value and new vehicles for engaging their constituents.

In all of these areas, independent school leaders are leaning on each other and sharing ideas and support more than ever. As a community we are more strategic and future-focused. And we are more united.

NAIS's priority has been to stay in lockstep with the needs of members, even as these needs shift. Our member schools, along with the many partners and supporters detailed in this report, have been critical to our work. NAIS is deeply appreciative of this support and partnership. On a personal level, I, too, feel filled with gratitude as I conclude my tenure as NAIS president and work with incoming president Debra P. Wilson on a smooth transition. My 25 years with NAIS and my 40 years in the independent school sector have been full of purpose, professional growth, and personal connection—and I treasure my time spent as part of this community.

Donna Orem, NAIS President



2023 NAIS Annual Meeting

**1,679**

NAIS Member Schools

**328**

NAIS Premium and  
Standard Subscriber  
Schools

**2,007**

Schools in the NAIS  
Community

(as of January 31, 2023)

# Annual Meeting of Members

FEBRUARY 23, 2023 | CAESARS FORUM, LAS VEGAS

Randall Dunn, NAIS board chair, welcomed attendees to the 2023 Annual Meeting of Members.

In his Chair's Report, Dunn acknowledged the important moment in time for NAIS, with the impending retirement of Donna Orem and the naming of Debra P. Wilson as the next NAIS president. His remarks then focused on the importance of the community of leaders that NAIS represents. He discussed research on leadership and ways NAIS can continue to support school heads.

Tekakwitha Pernambuco-Wise, board secretary, then presented the Membership Report. She reported that NAIS had welcomed 45 new members so far this fiscal year, bringing the number of member schools to 1,679, as well as 46 new premium and standard subscribers, for a total of 328 subscribers. She also shared that the member retention rate was 98%.

In the Governance Report, Michael Nachbar, chair of the governance committee, presented the nominations for second-term trustees.

**The nominations for second-term trustees were as follows:**

- Madeleine (Maddy) Hewitt, Executive Director, Near East South Asia Council of Overseas Schools
- Adam Weinberg, President, Denison University

Dunn announced that the board had approved the nominations, and the membership voted. The motion was approved, and the slate was ratified.

Penny Evins, board treasurer, continued with the Finance Report, reporting an operating surplus. (See next page.)

Amada Torres, NAIS vice president for studies, insights, and research, and Tim Fish, NAIS chief innovation officer, gave the NAIS Report. Torres offered research and trends representing a snapshot of the state of the independent school industry. Fish provided highlights of ways in which NAIS seeks to support NAIS members as they face challenges and opportunities in today's context, focusing in particular on a new tool called Salary Explorer and a pilot project called the NAIS Partnership Group.

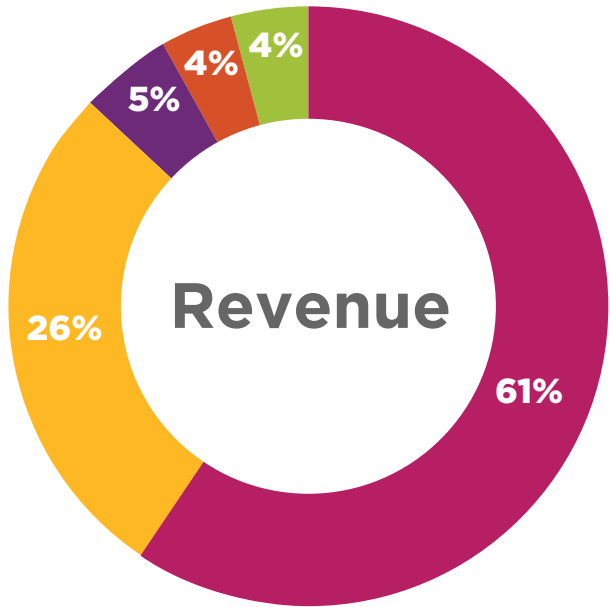
Dunn then concluded the meeting.

# Treasurer's Report FY 2021-2022

A REPORT FROM PENNY EVINS, NAIS BOARD TREASURER

## Revenue 2021-2022

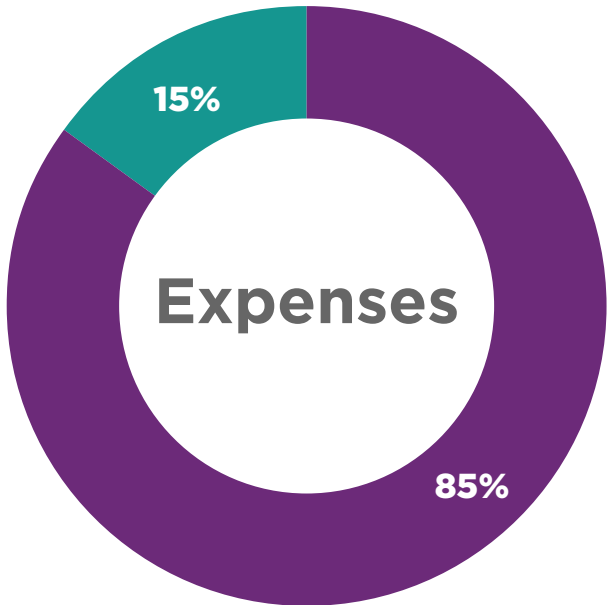
<b>61%</b>	<b>Member and Subscriber Dues</b> \$10,457,465
<b>26%</b>	<b>Conferences and Workshops</b> \$4,440,649
<b>5%</b>	<b>Publications</b> \$789,512
<b>4%</b>	<b>Foundation and Corporate Support</b> \$709,448
<b>4%</b>	<b>Other Revenues</b> \$745,449



**Total \$17,142,523**

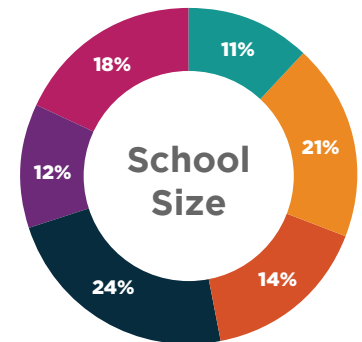
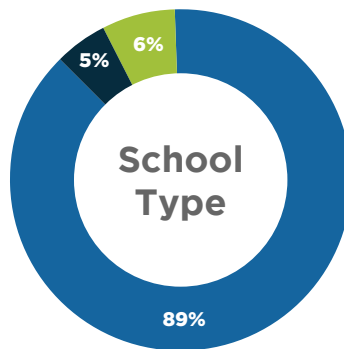
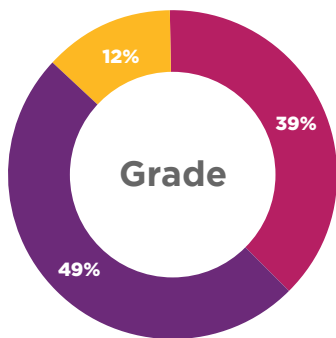
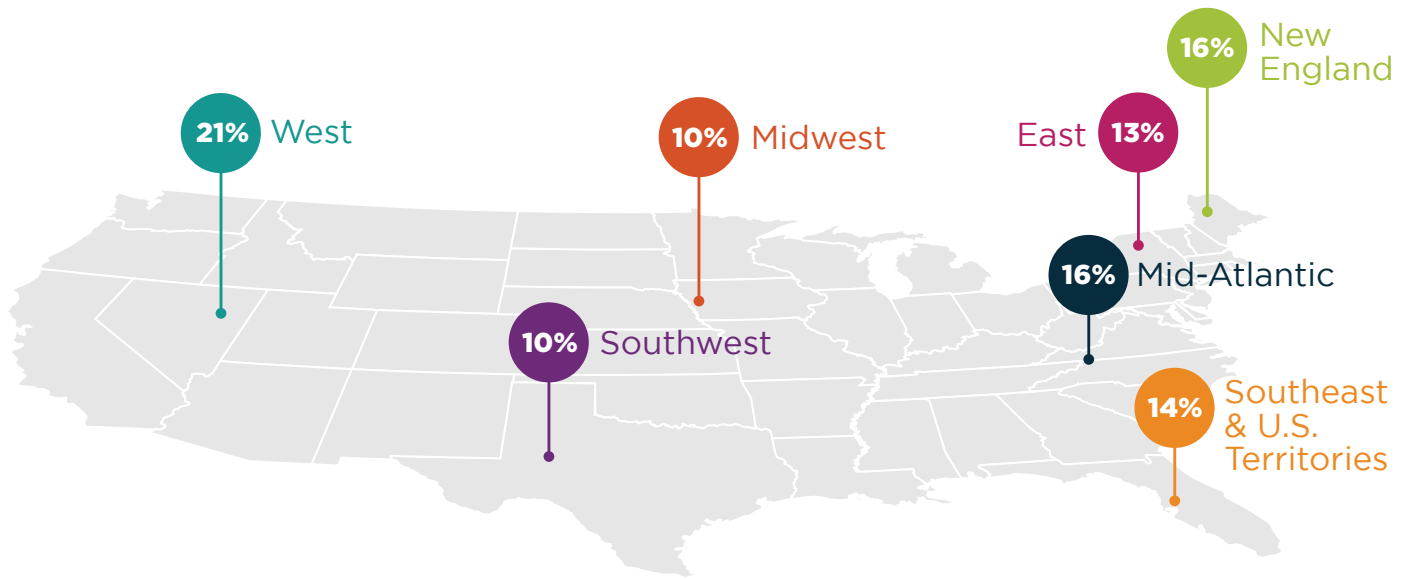
## Expenses 2021-2022

<b>85%</b>	<b>Program Expenses</b> \$13,123,277
<b>15%</b>	<b>Supporting Services</b> \$2,358,141



**Total \$16,821,189**

# NAIS Member School Demographics



- 39%** Elementary Schools (PreK-8)
- 49%** Elementary - Secondary Schools
- 12%** Secondary Schools (9-Postgraduate)

- 89%** Coed Schools
- 5%** Boys' Schools
- 6%** Girls' Schools

- 11%** 0-100 Students
- 21%** 101-200 Students
- 14%** 201-300 Students
- 24%** 301-500 Students
- 12%** 501-700 Students
- 18%** 701+ Students

# What We Do

## Leadership and Governance Guidance

At independent schools, strong and sustained leadership is built on a foundation of partnership, trust, and shared understanding among heads and boards. NAIS works to develop the leadership pipeline, support current leaders, and strengthen the partnership between the head and board. Targeted research on leadership and governance guides our efforts.

Since 2002, 1,160 individuals have completed the

NAIS Fellowship  
for Aspiring  
School Heads.

Each year the **Fellowship for Aspiring School Heads**, **School Leadership Institute (SLI)**, and **Institute for New Heads (INH)** help members carve out their pathway to headship and other leadership roles and build strong peer networks. In summer 2021, these programs were offered virtually to a growing number of attendees.

In fall 2021, **Leadership Through Partnership (LTP)**, NAIS's long-running professional development event for heads of school and board leadership, was held virtually. The **Trustee Handbook**, online **Trustees' Guide**, **Trustee Series** booklets, and **NAIS Principles of Good Practice** continue to serve as foundational resources to help trustees operate effectively. NAIS also supports schools through one-to-one leadership counsel.

In 2021-2022, there were more than

500,000  
unique visitors  
to the NAIS  
Career Center.

The **NAIS Career Center** offers a tool for connecting schools with interested, qualified candidates. NAIS is focusing on using data from DASL to create usable tools such as the Salary Explorer.

## Strategy and Innovation Support

Independent schools are uniquely positioned to lead in a changing and complex landscape. To do so, they must hold dear what is most important from their past, while evolving for the future. NAIS provides resources, labs, and consultations to help leaders solve pressing challenges, seize opportunities, develop their innovation muscle, and get support on their journeys of transformation.

**NAIS's Strategy Lab** empowers schools to make strategic progress and enhance their culture of innovation. In 2021-2022, NAIS continued to build out Strategy Lab programs and resources. Workshops allowed teams to take on specific challenges in areas such as advancement, reimagining tuition, enhancing enrollment, and more. In 2021-2022, 395 individuals representing 63 schools participated in Strategy Lab events.



## Equity, Inclusion, and Well-Being Resources

NAIS provides schools with tools, support, training, and resources to advance their goals in diversity, equity, inclusion, and justice (DEIJ) as well as their overall well-being initiatives. This includes supporting efforts to make sure all students and adults have a voice and belong, as well as conducting and curating research to inform this work.

Professional development in this important area includes the **Diversity Leadership Institute (DLI)**, **Equity Design Lab (EDL)**, the **NAIS People of Color Conference (PoCC)**, and the **NAIS Student Diversity Leadership Conference (SDLC)**. Targeted research and the **Assessment of Inclusivity and Multiculturalism (AIM)** survey tool help schools understand the larger context and measure their own progress toward their equity goals.



# Business Intelligence and Information Resources

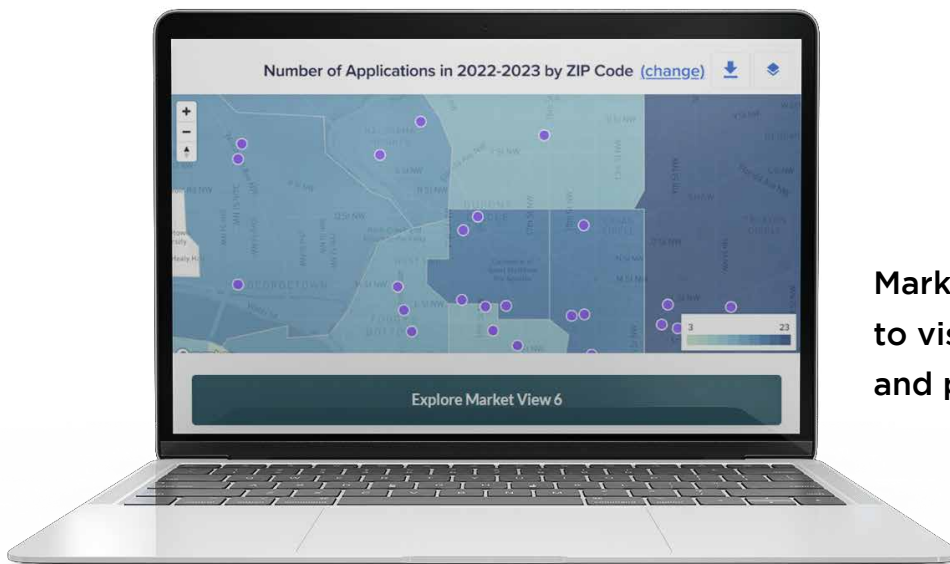
NAIS helps school leaders make strategic decisions by providing them comprehensive research and access to current and projected data about their school and market. To ensure that leaders have a shared understanding of issues that could impact their schools, NAIS offers in-depth resources in many formats.

In 2021-2022, members looked to NAIS to keep them informed on key issues. The most visited research reports were the **NAIS Snapshot Surveys**, brief targeted school surveys first launched during the early days of the pandemic. Other highly visited research included resources based on the Jobs-to-Be-Done methodology, especially reports about board and parent motivations, as well as research on turnover among school heads.

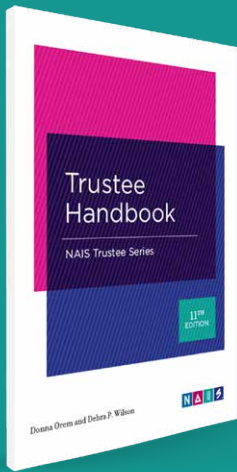
**Data and Analysis for School Leadership (DASL)** is the largest collection of U.S. independent school data. **Market View**, a market visualization tool, enables

school leaders to understand current and prospective markets. In 2021-2022 NAIS continued to enhance DASL and Market View tools to provide real-time statistics as well as forecasts for how the market is continually reshaping itself.

In addition, NAIS entered into an important data-sharing partnership with the **Council for Advancement and Support of Education (CASE)** to streamline and enrich the DASL experience. There is a similar partnership in place with the **National Business Officers Association (NBOA)**.



**Market View allows schools to visualize their current and prospective market.**



In 2021-2022, NAIS sold a record 7,377 copies of its perennial **bestseller**, the *Trendbook*. The newly published 11th edition of the *Trustee Handbook* offers members an updated perspective on foundational governance principles and recent trends.

**Independent School** magazine issues in 2021-2022 covered talent development, the landscape for teaching and learning, school culture, and headship. **Legal tips**, posted regularly, help members stay in compliance, manage risk, and keep students safe.

Through the *Independent Ideas* **blog** and Donna Orem's monthly heads' communiqué **Looking Ahead**, NAIS shares thought leadership to advance the independent school sector. The NAIS **website** hosts thousands of resources.



**7,377**

copies of the 2021-2022  
NAIS *Trendbook* sold

*Independent School* has been the  
premier publication in independent  
private education for

**80 YEARS.**



## National Conference Highlight

# 2021 People of Color Conference

NOVEMBER 29-DECEMBER 3, 2021

### *Reckoning with Impacts, Rolling with Just Intent*

The 2021 NAIS People of Color Conference (PoCC) and NAIS Student Diversity Leadership Conference (SDLC) were held virtually, gathering thousands of adults and students to explore the conference theme.

Complementing the comprehensive array of participant-led workshops were inspiring keynote speakers. **Soledad O'Brien**, award-winning journalist, entrepreneur, and philanthropist, brought to light empowering and authentic stories on a range of social issues. **John a. Powell** of UC Berkeley's Othering and Belonging Institute and an expert on civil rights and

civil liberties provided rich context on a host of issues relevant to schools. **Liz Kleinrock**, an anti-bias and anti-racist educator and consultant, used her insight into independent schools to inspire the audience to action. **Heather McGhee**, author of *The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together*, offered a national perspective and an actionable roadmap.

As a new element of PoCC, the Social Justice Summit allowed participants to deeply explore, along with an expert panel, the topic of "Healing & Wholeness as Love, Power, and Resistance."

# PoCC Sponsors

## GOLD

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ATOMS Placement Services  
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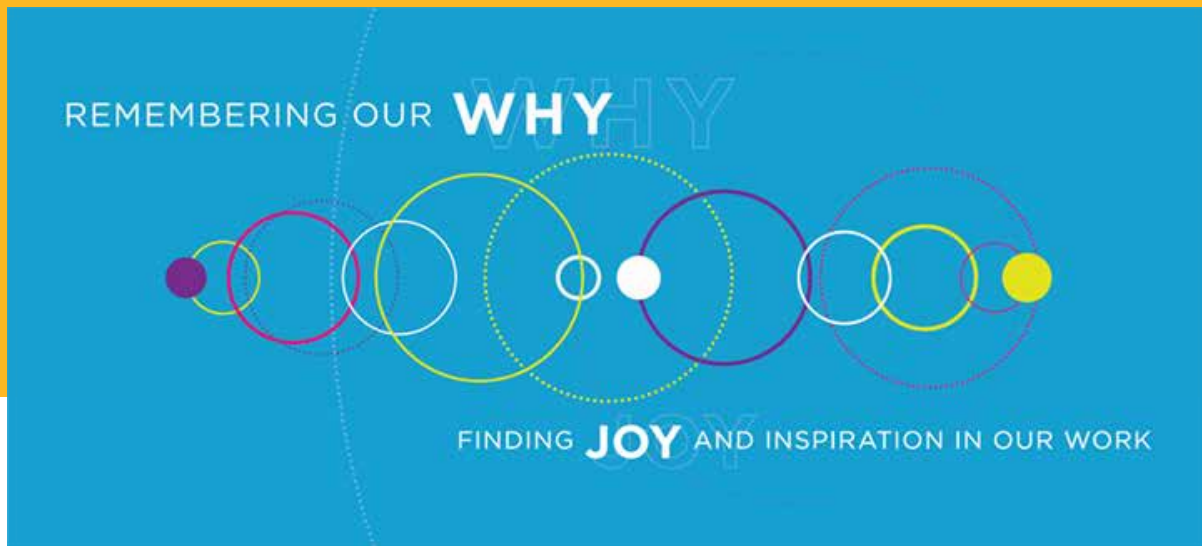
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## FRIEND

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12M Recruiting  
CalWest Educators Placement  
Dialogues On Diversity  
Inside Out Tours  
International Baccalaureate  
Kesa Kivel Studios  
Middlebury Bread Loaf  
School of English  
Pacific Northwest  
Independent School  
Diversity Career Fair  
Sankara Travel



## National Conference Highlight

# 2022 NAIS Annual Conference

MARCH 2-4, 2022

### *Remembering Our Why: Finding Joy and Inspiration in Our Work*

The 2022 online NAIS Annual Conference brought members together with an uplifting theme meant to bolster spirits as the pandemic began to recede. The virtual format of the conference allowed for flexibility and accessibility.

An inspiring lineup of keynote speakers addressed the attendees. They included **Baratunde Thurston**, award-winning writer, activist, and comedian; **John A. Powell**, director of UC Berkeley's Othering and Belonging Institute; **Sheena S. Iyengar**, social psychologist and expert on choice and decision-making; **Mary Helen Immordino-Yang**, USC professor and expert on the psychological and neurobiological development of emotion and self-awareness; and **Matthew Barzun**, author of *The Power of Giving Away Power: How the Best Leaders Learn to Let Go*.

In addition to these speakers, the conference offered a wealth of workshops, roundtables, and networking events. It also included the first Heads' Summit, attended in person by 278 heads of school.

# Annual Conference Sponsors

## DIAMOND

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St. Andrew's Episcopal School  
The Origins Program

## GOLD

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FACTS  
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Sage Dining Services  
SchoolDoc  
Schoolhouse Pictures  
TeenLife Media, LLC  
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Turnitin  
University of Pennsylvania Graduate  
School of Education  
Veracross

# Professional Development

More than 400 individuals attended NAIS institutes in 2021, held virtually for the second year. Programming at the following institutes covered many aspects of leadership: **Inclusive Schools Network Institute**, **Diversity Leadership Institute**, **Institute for New Heads**, **Equity Design Lab**, and **Leadership Through Partnership** (for heads and their board leaders).

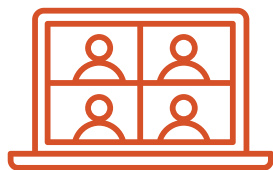
Throughout the year, 395 attendees participated in NAIS Strategy Lab events, including general workshops, Reimagine Tuition workshops, and Vision & Strategy workshops.

Since 2002, 1,160 individuals have participated in the comprehensive **NAIS Fellowship for Aspiring School Heads**. Even in the virtual space of the 2022 online Annual Conference, the Fellows shone during their presentations of mentor group projects.

In addition, 55 webinars and 48 meetups were offered to nearly 8,000 attendees in 2021-2022. NAIS refocused these virtual opportunities to move away from COVID-reactive content. The Innovative School Model Showcase webinar series, highlighting schools' latest innovations, debuted.

Finally, each year the Council for Advancement and Support of Education (CASE) and NAIS co-host the **CASE-NAIS Independent Schools Conference**, which is geared toward advancement professionals in independent schools.

55



Webinars

48



Meetups

# Who We Are

Just as independent schools do, NAIS relies on a diverse and generous community. We are grateful to the following people and organizations for their help in supporting and guiding NAIS.

## NAIS Board of Trustees 2021–2022

*Trustees' roles and organizations reflect their affiliations in 2021-2022.*

### **Randall C. Dunn**

*Chair*  
Latin School of Chicago (IL)

### **Joan Buchanan Hill**

*Vice Chair*  
The Lamplighter School (TX)

### **Monique L. DeVane**

*Treasurer*  
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### **Eric Temple**

*Secretary*  
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American School in London

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Deerfield Academy (MA)

### **Fran Bisselle**

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### **James Calleroz White**

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### **Ronnie Codrington-Cazeau**

University Prep (WA)

### **Penny Evins**

Collegiate School (VA)

### **Morva Hewitt**

Near East South Asia Council of Overseas Schools

### **James P. Honan**

Harvard Graduate School of Education

### **Noni Thomas López**

The Gordon School (RI)

### **Michael Nachbar**

Global Online Academy

### **Tekakwitha Pernambuco-Wise**

The Wyndcroft School (PA)

### **J. Ross Peters**

The Academy for Advancing Leadership

### **Marguerite Roza**

Georgetown University

### **Lisa Kay Solomon**

Stanford University Institute of Design

### **Adam Weinberg**

Denison University

## NAIS Leadership, 2021–2022

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*President*

### **Caroline G. Blackwell**

*Vice President, Equity and Justice*

### **Jefferson Burnett**

*Vice President, Advocacy and Education Innovation*

### **Tim Fish**

*Chief Innovation Officer*

### **Beth Laking**

*Vice President for Membership, Marketing, and Member Success*

### **Hilary LaMonte**

*Vice President, DASL*

### **Megan Mann**

*Legal Counsel and Vice President, Government Relations*

### **Myra McGovern**

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### **Corey McIntyre**

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### **Mark Mitchell**

*Vice President*

### **Jay Rapp**

*Vice President, Professional Development*

### **Zoé Sherlick**

*Chief Operating Officer*

### **Amada Torres**

*Vice President, Studies, Insights, and Research*



# Volunteers

## Audit Committee of the Board

### **Robin Appleby**

American School  
in London, UK

### **Monique L. DeVane**

The College Preparatory  
School (CA)

### **Robert L. Green**

Robert L. Green & Associates

## 2021-2022 Global Ambassadors

### **Karina Baum**

Buckingham Browne & Nichols  
School (MA)

### **John Hughes**

The Lawrenceville School (NJ)

### **Christa Knudsen**

Marshall School (MN)

### **Jane Lacoste**

Lake Ridge Academy (OH)

### **Kelly Neely**

Brimmer and May School (MA)

### **David Thompson**

The Hotchkiss School (CT)

## 2021 PoCC Co-Chairs and Local Committee

### **Co-Chairs**

#### **Johnnie Foreman**

Gilman School (MD)

#### **Kalea Selmon**

Maryvale Preparatory  
School (MD)

#### **Victor Shin**

Maryvale Preparatory  
School (MD)

#### **Timika Baxter Tyson**

Calvert School (MD)

### **Local Committee**

#### **Ashley Barnett**

Calvert School (MD)

#### **Lana Bates**

McDonogh School (MD)

#### **Shari Berga**

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#### **Tawanda Owens**

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#### **Michael Powell**

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### **Sandra Sachar**

Calvert School (MD)

### **Kristen Tubman**

The Boys' Latin School of  
Maryland (MD)

## 2021-2022 NAIS Financial Aid Advisory Task Force

### **Carinne Barker**

*Chair*

St. Matthew's Parish School (CA)

### **Heather Daly**

St. Andrew's School (DE)

### **Russ Gagarin**

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### **Mark Mitchell**

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### **Fé Patriciu**

Providence Day School (NC)

### **Jennifer Pease**

The Dalton School (NY)

### **Genieve Rankel**

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School (MA)

### **Jennifer Wing**

Berwick Academy (ME)

# Gifts At Work

## Sponsors and Funders

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Cards on Race

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CGS Architects

Citrin Cooperman & Company, LLP

Creative Education Foundation

Delaware Valley Friends School

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Dialogues On Diversity

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Resource Group 175

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Thank you to all of the following organizations, which made NAIS programs possible through their generous sponsorship and grants.

Saul Ewing Arnstein & Lehr LLP

SchoolDoc

Schoolhouse Pictures

Search Associates

Skooli Unlimited

SpringMath, by Sourcewell

StratéGenius, LLC

Storbeck Search

TeenLife Media, LLC

ThankView

The Center for Transformative Teaching and Learning at St. Andrew's Episcopal School

The Edward E. Ford Foundation

The Esther A. & Joseph Klingenstein Fund

The Nation

The Origins Program

The Social Institute

The Wells Collective, LLC

ToucanTech

Turnitin

University of Pennsylvania Graduate School of Education

Veracross