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ANNUAL REPORT



From the President

Dear Colleagues,

I'm pleased to share with you this NAIS Annual Report, which reflects highlights of our organization and the independent school community during the time period of **July 1, 2019, through June 30, 2020.**

It was in the second half of this time frame that the COVID-19 pandemic began in the U.S., launching a tumultuous time in our country and on our school campuses. The NAIS community was together at the NAIS Annual Conference in Philadelphia in late February 2020. With the seriousness of the pandemic becoming more and more clear by the day, we convened an impromptu Town Hall there to share what we knew and discuss how to move ahead to educate students safely. This spirit of sharing and coming together to support one another persisted in the uncertain early months of the pandemic, and it persists today.

What transpired in independent schools in March and April 2020 was heroic. Within weeks of COVID-19's emergence in the United States, many of our schools transitioned their entire instructional programs to virtual platforms and put in place comprehensive policies and procedures to prioritize the health and safety of students and adults. During this time, school leaders made, and communicated about, these myriad complex decisions without full or certain information.

Just weeks later, sparked by the brutal killing of George Floyd in May 2020, our schools became part of a national reckoning with racism. School leaders and educators moved quickly and thoughtfully to enhance their work to understand, acknowledge, and address the systems in schools that drive inequitable outcomes for students.

Many of the facts and figures we share in this 2019-2020 Annual Report provide evidence of the way school communities continued to come together and support one another during these complex times. NAIS pivoted services and products to best meet members' new and developing needs; as an organization, we remained strong, thanks to the trust and partnership among our community of schools. I know that together we'll forge ahead and embrace the opportunities to rebuild and re-envision our schools for the future.



Dawn Owen

Annual meeting minutes

THURSDAY, FEBRUARY 23, 2021

VIRTUAL, VIA A LIVE ZOOM MEETING

Bernie Noe, NAIS board chair, welcomed attendees and presented his Chair's Report, reflecting on his 12 years of service on the NAIS board of trustees. He then asked Randall C. Dunn, NAIS board vice chair and incoming chair, to give the Membership Report. Dunn reported that NAIS had welcomed 47 new members and 51 new subscribers during the fiscal year to date, bringing the number of member schools to 1,619 and subscriber schools to 276.

In the Governance Report, Governance Chair Michael Nachbar introduced the slate of trustees up for election to the membership.

The nominations for a first term on the trustees' slate:

- John Austin, head of school, Deerfield Academy (MA)
- Noni Thomas López, head of school, The Gordon School (RI)
- Lisa Kay Solomon, designer in residence, Stanford University Institute of Design
- James Calleroz White, head of school, The Galloway School (GA)

The nominations for a second term on the trustees' slate:

- Ronnie Codrington-Cazeau, head of school, University Prep (WA)
- James Honan, senior lecturer on education, Harvard Graduate School of Education
- Michael Nachbar, executive director, Global Online Academy
- Tekakwitha Pernambuco-Wise, head-elect, The Wyndcroft School (PA)

The nominations for officer positions on the trustees' slate:

- As chair, Randall Dunn, head of school, Latin School of Chicago (IL)
- As vice chair, Joan Buchanan Hill, head of school, The Lamplighter School (TX)
- As secretary, Eric Temple, head of school, Lick-Wilmerding High School (CA)

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

Nachbar then expressed the board's appreciation for the service of the following retiring board members:

- Jim McManus, former executive director, California Association of Independent Schools
- James K. Scott, president emeritus, Punahou School (HI)
- Bernie Noe, head of school, Lakeside School (WA)

Monique DeVane, NAIS board treasurer, continued with the Finance Report. (See next page.) Donna Orem, NAIS president, concluded with the President's Report. A motion to adjourn the meeting was proposed and passed.

Treasurer's Report

A REPORT FROM MONIQUE DEVANE,
2019-2020 BOARD TREASURER

Despite the pandemic disruption to schools and to NAIS as an organization, NAIS completed a successful 2019-2020 fiscal year. The overarching goal of the staff and the board has always been to support member schools in meeting their most pressing day-to-day needs while also helping them plan ahead for the future. This remained true during this year, as we rolled out new services and implemented high-touch member support during these uncertain times.

For the fiscal year 2019-2020, total operating expenses (\$20,871,371) exceeded total operating revenues (\$20,716,025) by \$155,346. Revenue from dues made up 48% of NAIS annual operating revenues in 2019-2020.

Revenue and Expenses

2019-2020

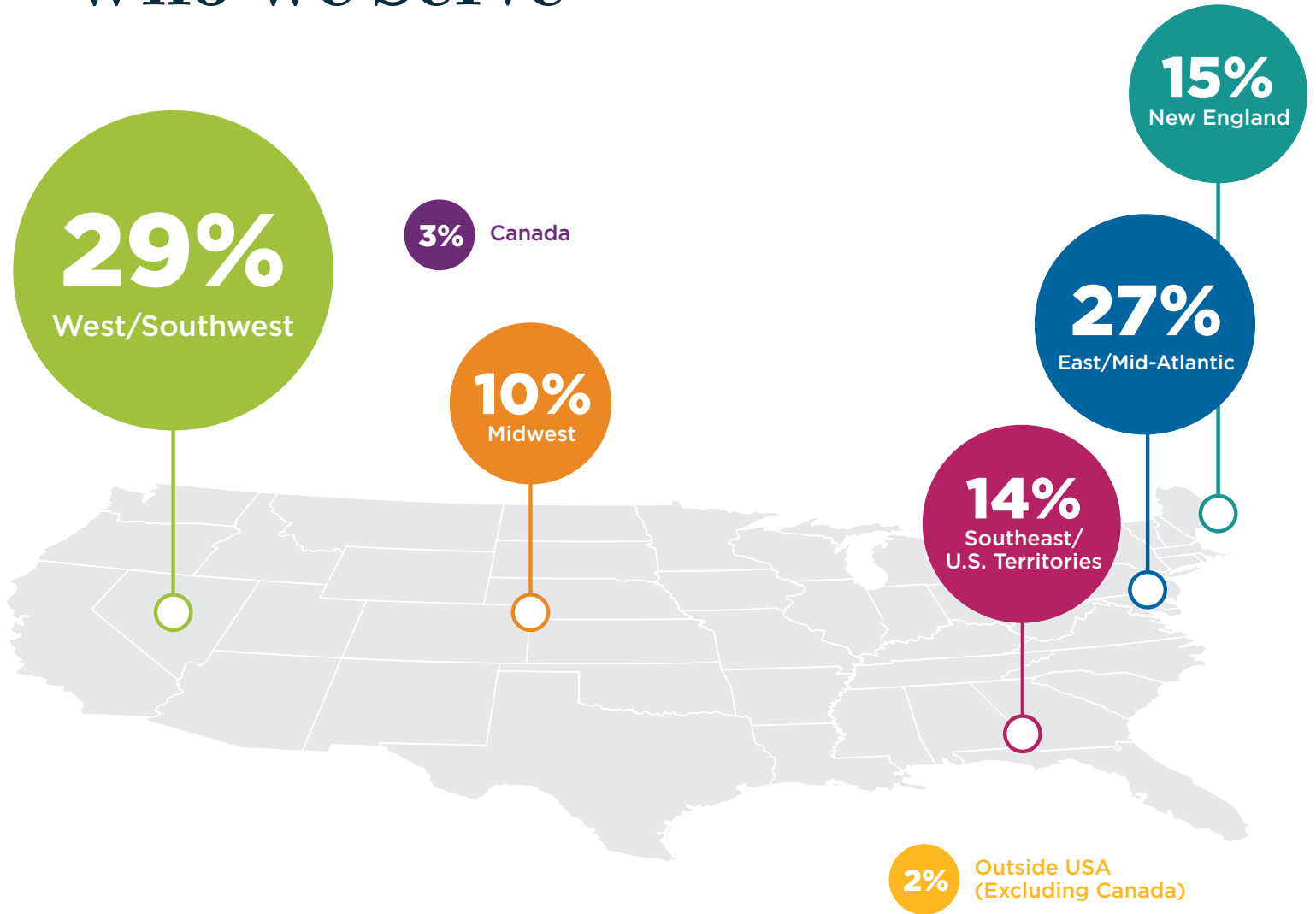


Revenue From Dues

2019-2020



Who We Serve



1,895 TOTAL
SCHOOLS

New Mission, Vision, and Values

In January 2020, we announced the new NAIS vision, mission, and value statements to guide the work of the organization in partnership with members.

VISION

All learners find pathways to success through the independence, innovation, and diversity of our schools, creating a more equitable world.

MISSION

As the largest association of independent schools, NAIS co-creates the future of education by uniting and empowering our community.

We do this through thought leadership, research, creation and curation of resources, and direct collaboration with education leaders.

VALUES

THINKING INDEPENDENTLY

We believe in independence and its power to inspire excellence.

LEADING CHANGE

We imagine possibilities and innovate to strengthen the education landscape.

EMBRACING DIVERSITY

We welcome and encourage diverse identities and perspectives.

CHAMPIONING INCLUSIVITY

We affirm the rights of every individual to belong and flourish.

EMPOWERING COMMUNITY

We address complex issues through collaboration and advocacy.

“The words of the **vision** speak to the greater purpose of what independent schools do.... The words of the **mission** represent a broader perspective on our role in serving schools. They also state very directly and intentionally what has always been true: It is together that we co-create our future.”

– Donna Orem, NAIS President, and Bernie Noe, NAIS Board Chair (January 2020)

What We Do

Business Intelligence

We help school leaders make strategic decisions by providing them with comprehensive research and access to current and projected data about their school and market.

In 2019-2020, NAIS published **research** to help school leaders compete in a changing marketplace, engage their students, hire and retain excellent staff, and more. Many of our in-depth reports were based on the Jobs-to-Be-Done methodology, helping schools understand the motivations of parents, teachers, and donors. The **NAIS Snapshot Surveys**, which we launched during the pandemic, provide brief, targeted independent school findings that help schools make informed decisions.

Data and Analysis for School Leadership (DASL) is the largest collection of U.S. independent school data, and we strive to make it more robust and usable each year. In 2019-2020, we continued to develop **Market View**, a market visualization tool that enables school leaders to see current and prospective markets, helping them build their enrollment strategies.

19,701
users

visited NAIS research
reports on the website
in 2019-2020.

Information Resources

To provide leaders a shared understanding on issues that could impact their schools, we offer in-depth resources in many formats.

In addition to our perennial best-selling **book**, the *NAIS Trendbook*, NAIS also published *The Trustee's Role in Fundraising* in winter 2020. In addition, as part of an organization-wide database migration project in fall of 2019, we launched a new bookstore to provide a smoother user experience. **Independent School magazine** issues in 2019-2020 covered international students, financial sustainability, governance, and crisis leadership. **Legal advisories**, posted regularly, help members

stay in compliance and keep students safe and healthy. Through the *Independent Ideas* **blog** and Donna Orem's monthly heads' communique **Looking Ahead**, we share thought leadership to advance the independent school industry. Our **website** hosts thousands of resources; in 2019-2020 we expanded these to include resources relevant to managing the pandemic and created a new platform, **Sharing Solutions**, to allow members to share ideas and strategies with one another.

6,117
copies
of the 2019-2020
NAIS Trendbook sold



Independent School magazine was again recognized in 2019-2020 with the prestigious Eddie Award for Overall Editorial Excellence from the publication marketing firm called Folio.



Strategy and Innovation Support

We support school leaders in solving pressing problems and seizing opportunities that can help them secure the future of their schools.

NAIS's Strategy Lab empowers schools to make strategic progress and enhance their culture of innovation. In 2019-2020, NAIS continued to build out Strategy Lab programs and resources. Workshops helped schools take a demand-side lens to their innovation work in such areas as enrollment decline, academic program redesign, and value proposition communication. A new online webinar series called "Leading Remote Learning" focused on assessment, grading, and overall strategy. To help schools manage the impact of the pandemic, we also created new resources in the areas of scenario planning and financial modeling.

Strengthening the Head-Board Partnership

We actively support the pivotal partnership of the head and board by providing training, resources, and counsel.

Leadership Through Partnership, NAIS's long-running professional development event, continued to strengthen the board-head partnership in 2019-2020. The online **Trustees' Guide**, the **Trustees Series** booklets, **Principles of Good Practice**, and webinars help trustees operate effectively. We also support schools through one-to-one leadership counsel.

Developing the Leadership Pipeline

In recognition of continued leadership turnover and the increased complexity of school leadership, we provide foundational training and resources to aspiring and new leaders to ensure their smooth transition and success.

Each year the **Fellowship for Aspiring School Heads**, **School Leadership Institute**, **Institute for New Heads**, and other leadership institutes help members carve out their pathway to headship and other leadership roles. In 2019-2020 we also deepened the services and insights offered through the **NAIS Career Center**.

Bolstering Schools' Diversity, Equity, Inclusion, and Justice Efforts

To diversify school leadership and support school leaders as they implement their schools' DEIJ goals and well-being initiatives, we offer extensive resources, training, and counsel.

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

Pandemic Pivot

To be responsive to members' evolving needs as they managed the COVID-19 crisis, in spring 2020, we rolled out several new products and services.

COVID

Web Resources

A repository of resources, examples, and services

Scenario Planning Resources

A comprehensive guide, *Education Unknown: A Guide to Scenario Planning for Independent Schools in the Age of COVID-19*, and accompanying webinars

Snapshot Surveys

Targeted surveys to provide quick context and benchmarks

Meetups

Online gatherings for peer support and idea exchange

Webinars

Weekly Trend Report Webinars provide immediate guidance. Quarterly Leadership Webinar Series provide deep-dive insight. The Leading Remote Learning webinar series focuses on assessment, grading, and overall strategy.

Online Courses

Training on practical applications (financial modeling, etc.)

Sharing Solutions

Sharing Solutions provides schools a place to share and browse strategies and samples.

Community Market

Community Market (launched in August 2020) showcases NAIS Supporters' services/products.

From April through October 2020, 79% of members participated in the NAIS Snapshot Surveys, 35,000+ attended NAIS webinars, and 7,000 took part in NAIS meetups.

National Conference Highlight

2019 People of Color Conference

DECEMBER 4-7, 2019 | SEATTLE, WA

1619. 2019. Before. Beyond. Amplifying Our Intelligence to Liberate, Co-Create, and Thrive

The mission of the NAIS People of Color Conference (PoCC) is to provide a safe space for leadership and professional development and networking for people of color and allies of all backgrounds in independent schools. The concurrent NAIS Student Diversity Leadership Conference (SDLC) is focused on self-reflecting, forming allies, and building community for student leaders from across the country. In 2019, our largest PoCC and SDLC to date brought together more than 7,000 engaged adults and students.

With the PoCC conference theme as a guide, we joined in an international commemoration of the 400 years since the first British ship carrying captured Angolans arrived on these shores,

initiating the enslavement of Black African people in what would become the United States. The theme also paid homage to the indigenous cultures and people present in North America before 1619. It also underscored the resilience, radical hope, and vision that have served as a constant source and through-line for Black, indigenous, and people of color between our past, present, and all the possibility that lies beyond this moment.

The conferences featured speakers such as Joy DeGruy, Mike Walsh, Valarie Kaur, Anand Giridharadas, Pedro Noguera, and Schuyler Bailar. These speakers, together with affinity groups, workshops, and other special events, made this an inspiring, memorable event.



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National Conference Highlight

2020 NAIS Annual Conference

FEBRUARY 26-29, 2020 | PHILADELPHIA

Your School, Your Legacy

At the 2020 NAIS Annual Conference, attendees gathered in Philadelphia to explore the legacy each of us inherits and builds upon in our lives and in our work, as well as the legacy of independent schools in educating students.

Speakers Jonathan Haidt, Angie Thomas, Gretchen Rubin, Irshad Manji, Idriss Aberkane, and Yong Zhao took the main stage to inspire new ideas. A wide array of workshops, special events, and networking opportunities enriched the conference experience for the nearly 5,000 attendees.

At the conference, a Town Hall was gathered to allow attendees to learn more about the coronavirus crisis that was just beginning to take hold in the United States. NAIS legal and crisis communications staff provided guidance, and attendees explored considerations and strategies together for how to manage the crisis in their school communities.



Annual Conference Sponsors

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Professional Development

In 2019-2020, NAIS institutes and workshops provided educators in-depth opportunities for training and professional development. Nearly 550 people attended the **Diversity Leadership Institute, Institute for New Heads, School Leadership Institute, School Leadership Team Experience, Equity Design Lab, Inclusive Schools Network Institute, and Leadership Through Partnership**. Several Strategy Lab workshops and events were also held.

In spring 2020, as the COVID-19 pandemic emerged in the U.S., we offered dozens of newly conceived **NAIS Webinars and Meetups** to provide members up-to-date information and opportunities to share strategies and support with other independent school leaders across the country. These gatherings covered legal issues, well-being, public relations, and online curriculum, among many other topics. We also launched the quarterly **Leadership Webinar Series** to offer in-depth guidance on relevant topics such as scenario planning and crisis leadership.

In addition, 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. In January 2020, the conference was held in Atlanta.

In 2019-2020
73
attendees
representing 20 schools
attended Strategy Lab
workshops

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.

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