

# 2020

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# ANNUAL REPORT

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# 2021



National Association  
of Independent Schools

# From the President



As the largest association  
of independent schools,

NAIS co-creates

the future

of education

by uniting and empowering  
our community.

Dear Colleagues,

I'm pleased to share with you this NAIS Annual Report, which reflects highlights of our organization and the independent school community from **July 1, 2020, through June 30, 2021**. During this time, NAIS member schools continued to be challenged by the global pandemic and the many layers of uncertainty that came with it. Yet throughout the year, we were reminded of the strength of our schools and the importance of connection among our community.

In the summer leading up to the 2020-2021 school year, NAIS schools were focused on their reopening plans, building on the emergency remote learning heroically put in place the previous spring and keeping their community members' physical and mental health top of mind. Throughout the year, educators at our schools, whether virtual, hybrid, or in person, continued to engage students. Leaders worked to keep their communities unified, even as the impact of an increasingly polarized nation was being felt on campuses. While some schools lost students during the early months of the pandemic, other schools were able to attract new families. Charitable giving was up as a whole; in both realms, schools adapted their approaches and built on lessons learned, finding new ways to demonstrate their value and engage constituents.

As at our schools, at NAIS we built on many of the resources and services we initiated during the early months of the pandemic to deepen our support for member schools. We sought to help schools face immediate challenges while also helping them keep the bigger, longer-term picture in mind. Many of these NAIS programs and resources are detailed in the pages of this report. We continue to be guided by our mission to co-create the future of education by uniting and empowering our community. And we continue to be grateful to our member schools and so many other partners and supporters, including those named in this report, in working toward this mission.

Sincerely,

A handwritten signature in black ink that reads "Donna Orem".

Donna Orem, NAIS President



# Annual Meeting of Members

TUESDAY, MARCH 1, 2022 | RENAISSANCE BALTIMORE HARBORPLACE HOTEL

**1,656**

NAIS Member Schools

**299**

NAIS Premium and  
Standard Subscriber  
Schools

**1,955**

Schools in the NAIS  
Community

(as of January 31, 2022)

Randall Dunn, NAIS board chair, welcomed attendees to the 2022 Annual Meeting of Members, which took place during the first-ever NAIS Heads' Symposium.

In the Chair's Report, Dunn focused on ways that NAIS can empower strong, sustained school leadership by developing the leadership pipeline, supporting current leaders, and bolstering the head-board relationship. In his remarks, he shared findings from the 2021 NAIS report *The State of Independent School Leadership*. These findings covered head turnover, interest in headship, and the greatest challenges heads report experiencing in their roles today.

Eric Temple, board secretary, then presented the Membership Report. He reported that NAIS had welcomed 49 new members this fiscal year (as of January 31), bringing the number of member schools to 1,656. NAIS had also welcomed 50 new premium and standard subscribers for a total of 299 subscribers. Temple also shared that the member retention rate was a record 99 percent.

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

**The nominations for a first term on the trustees' slate were as follows:**

- Crissy Cáceres, head of school, Brooklyn Friends School (NY)
- Scott K. Parker, head of school, Kamehameha Schools Maui (HI)
- Jeff Selingo, author, special advisor to the president of Arizona State University, consultant

**The nominations for a second term on the trustees' slate were as follows:**

- Penny Evins, head of school, Collegiate School (VA)
- Ross Peters, vice president of school strategy, EXPLO Elevate

**The nominations for officer positions on the trustees' slate were as follows:**

- Tekakwitha Pernambuco-Wise, head of school, The Wyndcroft School (PA) (Secretary)
- Penny Evins, head of school, Collegiate School (VA) (Treasurer)

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

Nachbar then noted with appreciation the following retiring board members:

- Robin Appleby, former head of school, American School in London
- Fran Bisselle, head of school, Hathaway Brown School (OH)
- Marguerite Roza, director, Edunomics Lab, Georgetown University
- Lisa Kay Solomon, designer in residence, Stanford University Institute of Design
- Eric Temple, head of school, Lick-Wilmerding High School (CA)

Next, Nachbar announced that the NAIS bylaws had been reviewed, and that the board was proposing a number of updates.

**The proposed updates to the NAIS Bylaws, which were also shared with the membership in December 2021, were as follows:**

- The new mission (approved in June 2019) and the current list of activities were added.
- The categories of membership were clarified.
- The organization's nondiscrimination statement was expanded.
- The board size was changed from 18-22 to "no less than 12 persons," the ability of the board to create committees was expanded, and the authority of committees was clarified.
- The language was updated to allow for virtual board meetings and member notifications via email.
- The process for member removal/resignation and, separately, trustee removal/resignation was clarified.
- The period to provide notice to amend the bylaws was changed from 60 to 30 days.

Dunn announced that the board had approved the motion, and the membership voted. The motion was approved and the bylaw updates were adopted. Lastly, Nachbar noted that there would be no vote on the updates to the association's Articles of Incorporation at this time.

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

Donna Orem, NAIS president, concluded with the President's Report, in which she offered a snapshot of the state of the independent school industry and highlights of ways in which NAIS seeks to support NAIS members as they face challenges and opportunities in today's context.

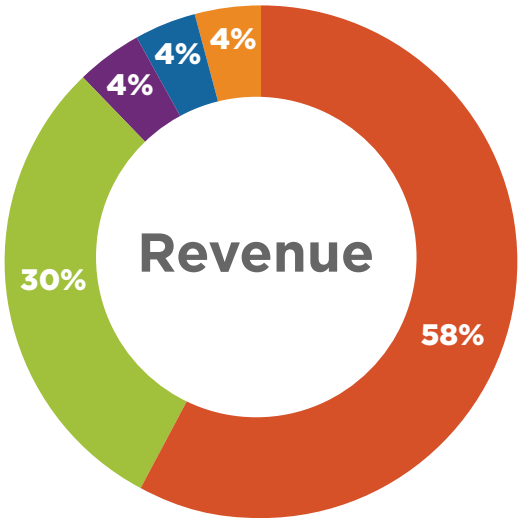
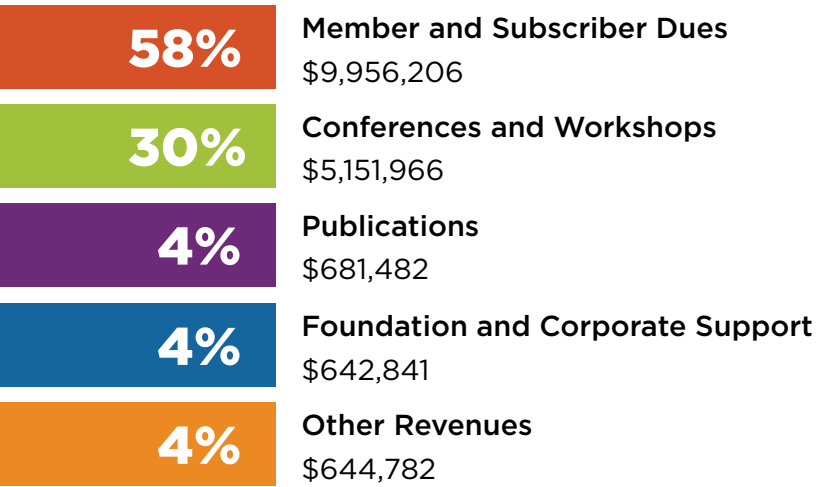
Dunn concluded the meeting.

# Treasurer's Report FY 2020-2021

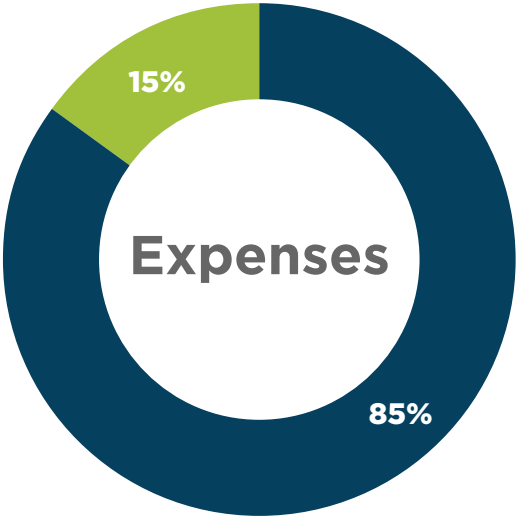
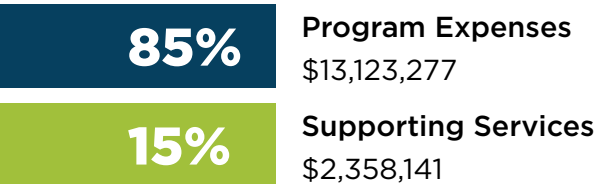
A REPORT FROM MONIQUE DEVANE, NAIS BOARD TREASURER

For the fiscal year 2020-2021, NAIS's total operating revenues were \$17,077,000, and total operating expenses were \$15,481,000. Total operating revenues exceeded operating expenses by \$1,596,000.

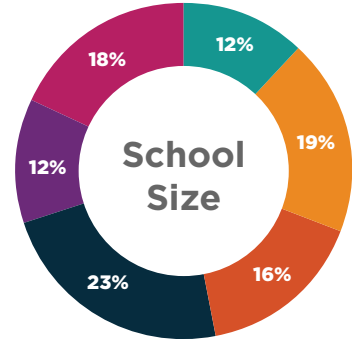
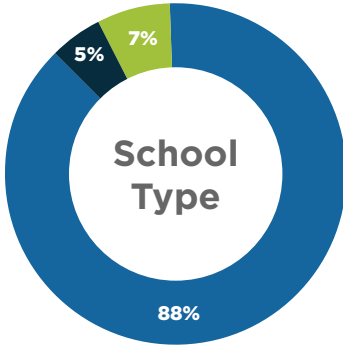
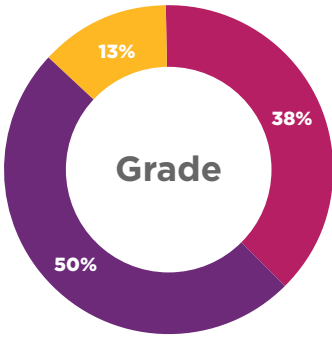
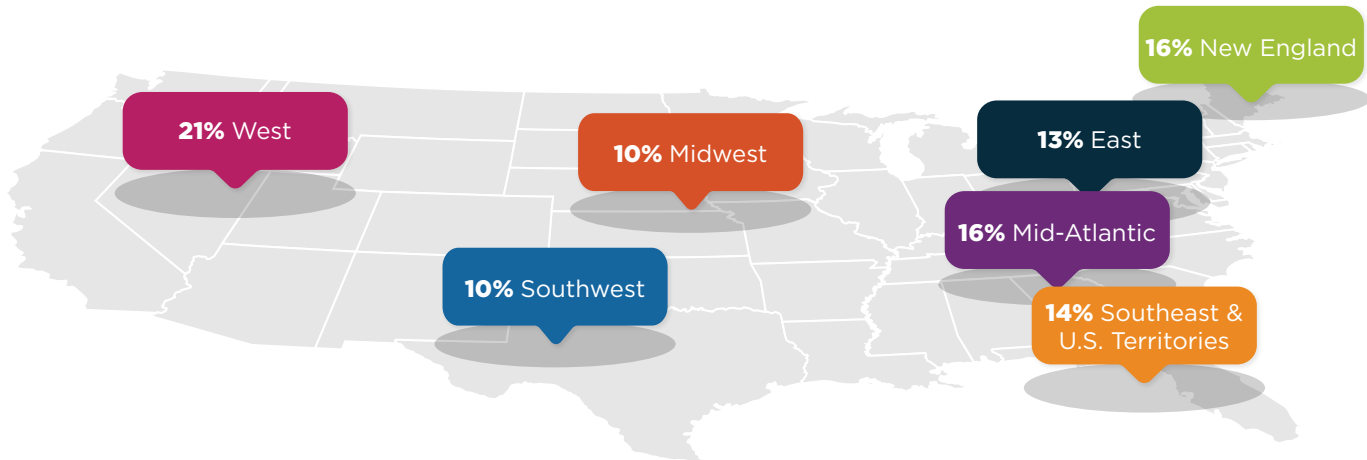
## Revenue 2020-2021



## Expenses 2020-2021



# NAIS Member School Demographics



- 38%** Elementary Schools (PreK-8)
- 13%** Secondary Schools (9-Postgraduate)
- 50%** Elementary - Secondary Schools

- 88%** Coed Schools
- 7%** Girls' Schools
- 5%** Boys' Schools

- 12%** 0-100 Students
- 19%** 101-200 Students
- 16%** 201-300 Students
- 23%** 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. At NAIS we work 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, 1,113 individuals have completed the

NAIS Fellowship

for Aspiring

School Heads

In 2020-2021, there were on average

115,000

monthly visitors

to the NAIS Career Center

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 2020 these programs were offered virtually and we expanded INH to provide support and programming throughout one full year. An expanded set of webinars and meetups for school leaders was offered throughout the year.

The **NAIS Career Center** offers a tool for connecting schools with interested, qualified candidates; increasingly, we mine insights from the career center that inform member resources about workplace trends.

In fall 2020, **Leadership Through Partnership (LTP)**, NAIS's long-running professional development event for heads of school and board leadership, was held virtually for the first time. The **Trustee Handbook**, online **Trustees' Guide**, the **Trustees Series** booklets, and the **NAIS Principles of Good Practice** continued to serve as foundational resources to help trustees operate effectively. We also support schools through one-to-one leadership counsel.



## 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 consulting 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 2020-2021, NAIS continued to build out Strategy Lab programs and resources. To help schools continue to manage the impact of the pandemic, we also continued programming in the areas of scenario planning and financial modeling.



## 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.*

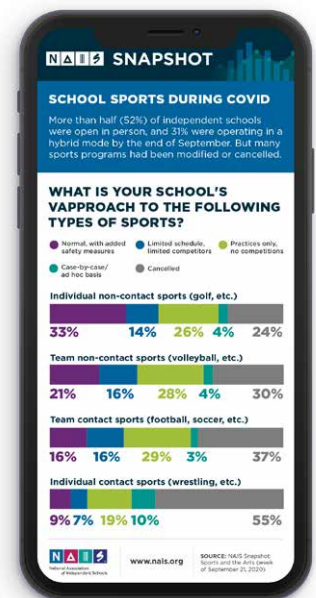
Professional development in this important area includes the **Diversity Leadership Institute (DLI)**, **Equity Design Lab (EDL)**, the **NAIS People of Color Conference (PoCC)** and the **NAIS Student Diversity Leadership Conference (SDLC)**. Targeted research and the **Assessment of Inclusivity and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

# Business Intelligence and Information Resources

*We help school leaders make strategic decisions by providing them comprehensive research and access to current and projected data about their school and market. To ensure leaders have a shared understanding on issues that could impact their schools, we offer in-depth resources in many formats.*

In 2020-2021, members looked to NAIS to keep them informed on key issues. The most visited research was the **NAIS Snapshot Surveys**, brief targeted school surveys 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 parent motivations. The report *Civil Discourse in Independent Schools* sought to help schools understand and mitigate against polarization. In 2020-2021, NAIS conducted research on turnover among school heads and developed resources to help schools reimagine tuition.

**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 2020-2021 we 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, we entered into an important data-sharing partnership with National Business Officers Association (NBOA) to streamline and enrich the DASL experience.

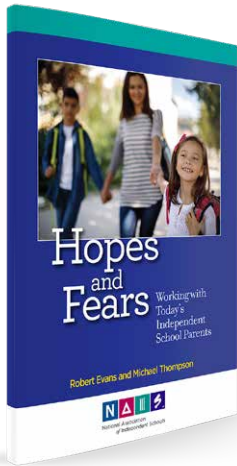


Sample of NAIS Snapshot



32,061 users

visited NAIS research reports in the 2020-2021 fiscal year



In addition to our perennial best-selling **book**, the *NAIS Trendbook*, NAIS also published two titles aimed at enhancing school-family communication: the book *Hopes and Fears: Working with Today's Independent School Parents* by Michael Thompson and Robert Evans and a booklet for parents called *Better Together*.

**Independent School** magazine issues in 2020-2021 covered community health and well-being, change and innovation, racism and school systems, and strategic fundraising. **Legal advisories**, posted regularly, help members stay in compliance, manage risk, and keep students safe. 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.



**7,000+**

Number of copies of the 2020-2021 *NAIS Trendbook* sold

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

**80 YEARS**

# National Conference Highlight

## 2020 People of Color Conference

NOVEMBER 30 - DECEMBER 4, 2020

### *New Decades, New Destinies*

The 33rd NAIS People of Color Conference (PoCC) and the 27th NAIS Student Diversity Leadership Conference (SDLC) took place online, the first time the conferences have been hosted in a virtual environment.

With 8,000 engaged attendees, the energy of the conferences was still palpable, as evidenced by lively chats on the conference platform and enthusiastic social media participation. PoCC lived up to its mission to provide a safe space for leadership, professional development, and networking for people of color and allies of all backgrounds in independent schools.

The theme of PoCC was about the need to make change in our schools. The scope and depth of the conferences served as a rallying call, urging participants to action, and a reminder of a painful history. In a



talk about James Baldwin, democracy, and education, **Eddie S. Glaude Jr.**, professor of African American studies at Princeton University and (at the time of the conference) president of the American Academy of Religion, laid bare the paradox of education—how it teaches both critical thinking and crushing conformity, and how this paradox takes on a particular resonance for the Black child. **Bettina L. Love**, a professor of education at the University of Georgia, opened her address with a sobering truth: To be a person of color in this country is to be in a constant state of survival. She reminded the audience that it's our human right to thrive, and our children deserve to learn in environments where that is possible. PoCC also hosted its first Social Justice Summit.

## PoCC Sponsors

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“We must understand that racial justice, if it is to be genuine, isn't a philanthropic enterprise or an act of charity. If you are genuinely committed to a genuinely diverse school, you must see it as

constitutive of  
who you are.”

*-Eddie S. Glaude Jr.*

“When we don't educate our Black and brown students to their

highest  
potential,  
society loses.”

*-Bettina L. Love*



## National Conference Highlight

# 2021 NAIS Annual Conference

FEBRUARY 24-26, 2021

### *Beyond These Doors: Activating Our Communities*

The 2021 NAIS Online Annual Conference united school leaders and educators with a simple truth: We're here together. Despite the literal doors that kept attendees in their homes and offices, the sense of connectedness and community was still ever present as the conference theme *Beyond These Doors: Activating Our Communities* suggested.

Many participants also engaged with the conference in a new way, with Signature Experiences that featured cohorts of 50 attendees delving deeply into intensive workshops, discussions, and presentations on a chosen theme, including diversity, equity, and inclusion; wellness; and innovation.

The keynote addresses touched on a variety of topics from the health and well-being of students to how leaders can project confidence and gain support and trust from their constituents. **Tristan Harris**, co-founder and president of the Center for Humane Technology, focused on how to build healthier relationships with technology. **Heidi Grant**, director of research and development for learning, EY Americas, and associate director of the Motivation Science Center at Columbia University, spoke about the science of dealing with uncertainty, which our brains process as the strongest source of threat. **Suneel Gupta**, founder and CEO of RISE and former vice president of product development at Groupon, delivered a talk that outlined a set of learnable

“Project trustworthiness.  
Trust is about

warmth and  
competence.”

-Heidi Grant

“The meaning of life —  
to find  
your gift.

The purpose of life —  
to give  
it away!”

-Suneel Gupta

“Make education real to  
life; schools must be  
places where students

feel genuine  
belonging.”

-Jason Reynolds

qualities and techniques for getting people to take a chance on you. **Jason Reynolds**, a *New York Times* bestselling author who writes novels and poetry for young adults and middle-grade audiences, shared his personal story and struggle of not seeing himself in the books taught in school and how rap music saved his life. He inspired educators to think about how to teach students so they can develop as whole human beings.

## Annual Conference Sponsors

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# Professional Development

In 2020-2021, NAIS institutes and workshops provided educators in-depth opportunities for training and professional development, offered for the first time as virtual events. Approximately 200 people attended the virtual **Diversity Leadership Institute, Institute for New Heads, School Leadership Institute, and Leadership Through Partnership**. In addition, 250 attendees attended events held by NAIS's **Strategy Lab**, including Strategy Lab general workshops, Reimagine Tuition workshops, and Vision & Strategy workshops.

NAIS expanded its offerings of webinars and meetups to offer new ways for schools to exchange ideas and provide support, even from a distance. In all, 72 webinars and 79 meetups were offered to more than 20,835 attendees.

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 2021, this conference was held virtually.

**72**   
Webinars

**79**   
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 2020–2021

### **Randall C. Dunn**

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American School in London

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### Robin Appleby

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in London

### Monique L. DeVane

The College Preparatory  
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The Barstow School (MO)

### Ted Hill

Chadwick International School,  
South Korea

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Hampton Roads Academy (VA)

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### Co-Chairs

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University of Chicago Laboratory  
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