

2017 TRIFECTA FALL MEETING AGENDA

Sunday, November 5, to Tuesday, November 7, 2017
Omni La Mansion, San Antonio, Texas
Business Casual Attire

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." - John Quincy Adams

Sunday, November 5

TIME	Heads of School	Business Officers	Board Chairs
9:00 a.m. – 1:00 p.m.	Standards Committee (Espada Room)		
2:00 p.m. – 3:30 p.m.		Strategic Financial Management in Independent Schools: Stewardship and Sustainability – Dr. James P. Honan (Iberian Ballroom)	
3:30 – 5:00 p.m.	Board of Directors Meeting (Espada Room)		
3:30 – 5:00 p.m.		An Independent School Leader's Guide to Cyber Security – Bob Olsen (Iberian Ballroom)	The Board's Imperative – Dr. Cathy A. Trower (Veramendi)
5:00 – 5:30 p.m.	Break and Hotel check-in		
5:30 – 7:00 p.m.	Reception for Heads of School, Board Chairs, Business Officers, and guests Omni la Mansion del Rio (Capistrano Room)		
7:00 p.m.	Evening on your own (See restaurant possibilities*)		

Monday, November 6

TIME	Heads of School, Business Officers, and Board Chairs (All convene together for today's sessions)		
7:00 a.m.– 7:45 a.m.	Breakfast Buffet (Iberian Foyer)		
8:00 a.m.– 9:30 a.m.	Education in an Age of Artificial Intelligence: Four Dimensions to Meet the Challenges of the 21st century - Charles Fadel (Iberian Ballroom)		
9:30 a.m.– 10:00 a.m.	Break		
10:00 a.m. – 11:30 a.m.	Leading in a Complex Era – Dr. Cathy A. Trower (Iberian Ballroom)		
11:30 a.m. – 1:00 p.m.	Luncheon (Madero Ballroom)		
1:00 p.m. – 2:30 p.m.	"Big Picture" Data-Driven Decision Making - Sacha Litman (Iberian Ballroom)		
2:30 p.m. – 3:00 p.m.	Break		
3:00 p.m. – 4:00 p.m.	We Are Family: Building a More Inclusive Community - Jabar Shumate (Iberian Ballroom)		
4:15 – 5:15 p.m.	Gathering for New ISAS Heads of School (San Jose Room)		
4:00 p.m.	Board Chairs Adjournment; Heads of School and Business Officers - Evening on your own		

Tuesday, November 7 (Note: No Board Chair sessions today)

TIME	Heads of School	Business Officers
7:00 a.m. – 7:45 a.m.	Breakfast Buffet (Iberian Foyer)	Breakfast Business Meeting (Iberian Foyer)
8:00 a.m. – 9:30 a.m.	A New Transcript Model – Patricia Russell (Iberian AB)	How to Put Data-Driven Concepts into Practice at Your School to Improve Results - Mark Cross (Iberian C)
9:30 a.m. – 9:45 a.m.	Break	Break
9:45 – 10:45 a.m.	Heads Membership Meeting (required) (Iberian AB)	Managing Within the Law - Kimberly Williams (Iberian C)
11:00 a.m.	Adjournment	

ISAS 2017 TRIFECTA FALL MEETING SESSION SUMMARIES

SUNDAY, NOVEMBER 5

Strategic Financial Management in Independent Schools: Stewardship and Sustainability

This session will focus on financial planning/management challenges facing independent school leaders and trustees and will highlight selected frameworks and tools for leading conversations regarding these issues among key stakeholders.

The Board's Imperative: Head of School Support and Evaluation

As the sole and only employee of the School's Board of Trustees, the Head of School has a special, all-important relationship with the Board and its Chair. Cathy Trower, widely respected for her expertise on governance, addresses the essential responsibility of the Board to support the Head of School on a regular basis and for the long-term, in good times and bad. She will focus not only on effective ways to work with your Head of School in setting goals and measuring performance, including systematically collecting relevant data that supports professional development and personal enrichment, but also on how to get at the non-quantifiable aspects of the Headship that are arguably at least as important.

An Independent School Leader's Guide to Cyber Security

Independent schools are required to practice risk management throughout the year. However, countless schools are overlooking a critically important component: cyber security risk management. As education is becoming increasingly dependent on technology, leaders in independent schools have an obligation to protect students, staff members, and alumni from cyber security threats. This session will cover the complete cyber security risk management process including data protection, incident response plans, employee training, and cloud application security considerations. In addition, attendees will be provided with a roadmap they can implement to make their schools' cyber security risk management posture stronger.

MONDAY, NOVEMBER 6

Education in an age of Artificial Intelligence: Four Dimensions to Meet the Challenges of the 21st Century

Technologies such as Artificial Intelligence, Robotics, Biotech, Nanotechnology, etc. are redefining what it means to be human and succeed in life and work. The world of the 21st century bears little resemblance to that of the 19th century, so education curricula must be deeply redesigned for versatility and adaptability, employing all of the four dimensions of Knowledge, Skills, Character and Meta-Learning, and the interplay between them.

Leading in a Complex Era

The days when boards could be well-intentioned but not well-informed, and complacent spectators rather than engaged leaders, are long gone. There exists today an expectation among stakeholders, from students and parents, donors and patrons, to the press and public officials, that boards will be reliable fiduciaries, astute strategists, and important sources of ideas, insights, and initiatives. Through the lens of the "governance as leadership" framework and its application, Cathy will hone in on the latest observations on effectively governing during complex times where best practices don't necessarily apply; there are no right answers, but there are better questions; adaptive leadership is required; and boards must be flexible and agile as they, with the Head of School, Business Officer, and senior administration, take calculated risks, adapt, course-correct, and learn.

We Are Family: Building a More Inclusive Community

This interactive discussion will walk participants through establishing diversity and inclusion programs for their campus. The discussion will highlight the University of Oklahoma's process of expanding and centralizing diversity related programs after a major campus incident. In addition, participants will discuss overcoming internal and external barriers to improving campus climate.

Big Picture of Data-Driven Decision Making

Sacha Litman, Founder and Former President at Measuring Success, shares his expertise on what is easily accomplished now using operational and financial benchmarking widely available in independent schools in this session. He will also discuss what is on the horizon of possibility. Participants will examine how to overcome resistance to data-driven decision making, how our brain process data and anecdotes, and how to use data to implement a culture of continuous quality improvement.

TUESDAY, NOVEMBER 7

Measuring Success: How to Put Data-Driven Concepts into Practice at your School to Improve Results

Mark Cross, CEO of Measuring Success, explores ways to translate operational and financial benchmarking data into data-driven decision making. He will help the school key leaders to identify which benchmarks drive their school's core outcomes: increases in enrollment, financial sustainability, and perceived quality/student impact and learn how to combine data sources to increase the three core outcomes of enrollment, financial sustainability, and perceived quality/student impact.

A New Transcript Model

Many high school students and their parents believe we've created an unhealthy - often counter-productive - means by which we assess student progress and a deeply flawed way in which we consider records of student achievement. The Mastery Transcript Consortium is grounded in the idea that there is a better way. They are building a new version of that most basic of all high school documents - the transcript - by harnessing technology to allow necessary efficiencies and supporting a tailored approach to assessment. This session will explain and explore how this movement is progressing and evolving.

Managing Within the Law: Practical Advice for Hiring, Discipline, and Termination

The session will address the various employment laws affecting each stage of the employment relationship and provide practical guidance on how to manage within the various employment laws. Participants will learn best practices for each stage of the employment process and how to avoid the most common pitfalls and will leave with the tools necessary to enable them to effectively manage their workforce in compliance with employment laws.

*RESTAURANT POSSIBILITIES

Boudro's (Texas Bistro) 421 E. Commerce, 210-224-8484	www.boudros.com
Fig Tree (Fine Dining) 515 Villita, 210-224-1976	www.dine.figtreerestaurant.com
Las Canarias (Gourmet) 112 College, 210-518-1063	www.omnihotels.com/hotels/san-antonio-la-mansion-del-rio/dining/las-canarias
Michelino's (Casual Italian) 521 Riverwalk, 210-223-2939	www.michelinos.us
Ostra (Seafood) 212 W. Crockett, 210-396-5817	www.omnihotels.com/hotels/san-antonio-mokara/dining/ostra
Original Mexican Restaurant (Mexican) 528 Riverwalk, 210-224-9951	www.originalmexican.com/index.htm
Rebelle (Modern American) 300 E. Travis, 210-352-3171	www.rebellesa.com
Smoke The Restaurant (Rustic BBQ) 1170 E. Commerce, 210-253-9919	www.smoketherestaurant.com

SPEAKER BIOGRAPHIES



Charles Fadel is a global education thought leader and author, futurist and inventor; founder and chairman of the Center for Curriculum Redesign; visiting scholar at Harvard GSE; chair of the education committee at BIAC/OECD; co-author of *“Four-Dimensional Education”* (available in nine languages) and best-selling *“21st Century Skills”*; founder and president of the Foundation Helvetica Education (Geneva, Switzerland); senior fellow at The Conference Board. He has worked with education systems and institutions in more than thirty countries. He was formerly Global Education Lead at Cisco Systems, visiting scholar at MIT ESG, and angel investor with Beacon Angels. He holds a BSEE, an MBA, and seven patents. Full Bio at: <http://curriculumredesign.org/about/team/#charles>.



Mark Cross, CEO of Measuring Success, has helped some of the world’s strongest brands and non-profits use technology, data, and analytics to attract and retain customers and improve their operating metrics. He was a programmer at IBM and held technology leadership positions at Marriott, was the Chief Technology Officer at Snyder Communications and Chief Information Officer at Merkle, which are marketing services firms that help organizations like Proctor and Gamble, Capital One, and AARP with their targeted marketing and customer relationship management. Recently he worked for data-giant Acxiom running their analytics products division.



James P. Honan’s teaching and research interests include financial management of nonprofit organizations, organizational performance measurement and management, and higher-education administration. At Harvard, he is educational co-chair of the Institute for Educational Management (IEM) and is a faculty member in a number of executive education programs for educational leaders and nonprofit administrators. Honan has served as a consultant on strategic planning, resource allocation, and performance measurement and management to numerous colleges, universities, schools, and nonprofit organizations, both nationally and internationally. Previously, he served as institutional research coordinator in the Office of Budgets at Harvard and as a project analyst in the Harvard University Financial Aid Office. He has also been a research assistant at the Educational Resources Information Center (ERIC) Clearinghouse on Higher Education in Washington, D.C., and has served as executive assistant to the president of Lesley University in Cambridge, Massachusetts.



Sacha Litman founded Measuring Success in 2003 with the belief that foundations and non-profits deserved the same quality of consulting available to for-profits. A graduate of Horace Mann School, Sacha has worked for McKinsey and Company and Credit Suisse and has also served as Director of Strategy for an international non-profit organization. He holds an MBA from Northwestern University, MPA from Harvard University, and his BS in applied mathematics from Yale University. He attended the Pardes Institute and is the recipient of a Wexner Graduate fellowship and Dorot fellowship. He is a board member of Alef Bet Montessori and serves on the DCJCC Strategic Task Force and the Federation of Greater Washington’s Network Committee.



Bob Olsen, co-founder and CEO of COMPASS Cyber Security, has more than 20 years of experience in operations, information technology, engineering, and finance. Mr. Olsen graduated from Towson University, with a Bachelor of Science degree in Liberal Arts. He later earned a Master of Science in Information and Telecommunication Systems and a Master of Business Administration from Johns Hopkins University (Baltimore, Maryland). Mr. Olsen is a Certified Information Systems Security Professional (CISSP), Certified Cloud Security Professional (CCSP), Certified HealthCare Information Security and Privacy Practitioner (HCISPP), Certified Information Security Manager (CISM), and an Adjunct Professor for cyber security at The Johns Hopkins University Carey Business School. With a strong focus within the independent school community, Mr. Olsen is involved in several national and regional associations to provide industry best practice content to Business Officers, IT Directors, Heads of School, and other school faculty and staff.



Patricia Russell brings significant experience and talents to the Mastery Transcript Consortium (MTC), including from her long tenure at Phillips Academy in Andover, MA. She is a veteran science teacher, science division head, residential dean, and most recently, dean of studies at Andover. Trish has been a strong advocate for project-based and connected learning, integration of community engagement, varied pedagogies and assessment modes across the curriculum. She is currently on a year-long leave of absence from her work at Andover to help launch the MTC. Full Bio at: <https://www.linkedin.com/in/patricia-c-russell-493b4028/>



Jabar Shumate is a life-long Oklahoman who grew up in Tulsa, Oklahoma graduating from Booker T. Washington High School. Jabar completed his bachelors and master's degree at the University of Oklahoma. During his undergraduate years, he served as Student Body President and went on to work for OU President David Boren as his Press Secretary.

Jabar spent 10 years in the Oklahoma Legislature serving in both the State House and State Senate, where he focused on expanding quality educational options for all kids. During his time in the Legislature, he served as chair of the Oklahoma Legislative Black Caucus and was selected for the prestigious Toll Legislative Fellowship Program. Jabar was selected by OU President David Boren to serve as the University of Oklahoma's first Vice-President for University Community overseeing the University's diversity programs and initiatives in June 2015.

Jabar is active in his community, serving on the Board of Directors of the Oklahoma City Urban League, as Trustee for the National Urban League, as a member of Kappa Alpha Psi Fraternity, Inc., and on the Board of Directors for the Oklahoma Foundation for Excellence in Education.



Cathy A. Trower, PhD has been providing governance consulting services to nonprofit organizations that include independent schools, colleges and universities, hospitals and health care systems, foundations, and community service organizations for over 20 years. As president and a principal of Trower & Trower, Inc., she combines her knowledge of governance and strategic thinking, and her skills at building high performance teams to create an experience for boards that translates into energy, action, and a shared commitment to excellence.

Dr. Trower is Vice Chair of the BoardSource Board of Directors, and Vice Chair and Governance Committee Chair of the RiverWoods Board of Trustees. She served on the Wheaton College, MA Board of Trustees from 2012 to 2017. She holds a BBA and an MBA from the University of Iowa and a PhD in higher education administration from the University of Maryland.



Kimberly Williams is a Partner and member of the Locke Lord LLP Labor & Employment Practice. She focuses her practice exclusively on labor and employment law and has experience representing employers in employment litigation matters involving claims of discrimination, harassment, retaliation, and wrongful discharge. Kimberly also represents clients in drafting and enforcing non-competition, non-solicitation, and non-disclosure agreements and in litigation concerning claims of unfair competition, misappropriation of trade secrets, and breach of contract. She also has experience representing employers before various state and federal administrative agencies, including the Texas Workforce Commission, the Equal Employment Opportunity Commission, the Department of Labor, the Office of Administrative Law Judges and the Administrative Review Board. Kimberly provides employment counseling and advice to clients on a variety of matters, including hiring, firing, and other disciplinary action, wage and hour issues, and compliance with federal and state employment-related laws and regulations.