

# NATIONAL ASSOCIATION OF INDEPENDENT SCHOOLS



THE LEADERSHIP  
JOURNEY  
GUIDES, PATHWAYS, AND POSSIBILITIES

## Vice President, Leadership & Governance

### LOCATION

Washington, DC  
and Remote

### PRIORITY DEADLINE

March 21, 2022

### APPLICATION REVIEW

April and May

### FINAL ROUND

Early June

### DECISION ANNOUNCED

June 30, 2022

### START DATE

Flexible

# SUMMARY

As the largest association of independent schools, the National Association of Independent Schools (NAIS) provides thought leadership, research, creation and curation of resources, and leadership collaboration to more than 1,950 K-12 schools in the U.S. and abroad. To help us fulfill our mission to “co-create the future of education by uniting and empowering our community,” we are planning to hire a new NAIS vice president, leadership and governance.

**Exceptional, sustained leadership — among heads of school, boards of trustees, and school leadership teams — is critical to long-term success for our member schools.** NAIS has a long and well-established reputation for supporting current leaders, developing the leadership pipeline, and helping schools strengthen the all-important partnership between heads and their boards

through resources, programming, and strategic counsel. These services are core to our membership value. Indeed Leadership & Governance is one of our three organizational centers of excellence, along with Strategy & Innovation and Equity, Inclusion, Well-Being.

**Yet as school leadership becomes increasingly complex and demanding, there are myriad opportunities to evolve, deepen, and expand those offerings.** We seek a leader who will focus and drive these efforts while also contributing to our overall organizational culture.

In the pages that follow, we invite you to learn more about our organization, the schools we serve, and the position of vice president for leadership and governance.



# MISSION + VISION + VALUES

The NAIS vision, mission, and values guide our work. Our **vision** expresses what we want our community of schools to ultimately achieve and why we do what we do. Our **mission** states our objectives and strategy and how we do what we do. Our **values** reflect and shape our culture as an organization.

## 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

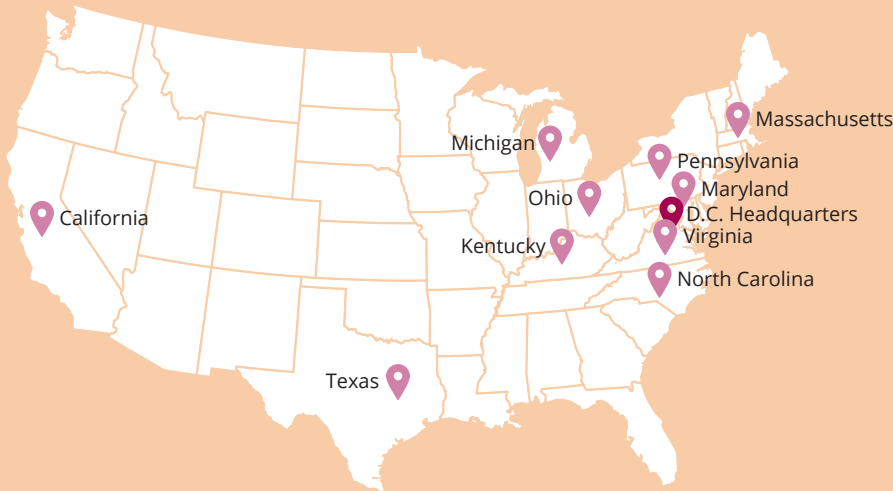
We address complex issues through collaboration and advocacy.



# NAIS TEAM AND HISTORY

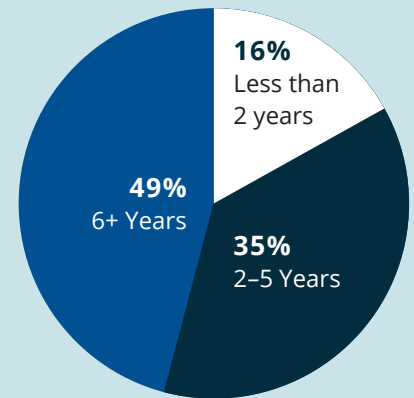
To fulfill our mission, we seek out top talent to serve on the NAIS staff. We commit to providing coaching and professional development and work hard to continually improve our organizational culture, guided by the NAIS values.

## Where We Work



## Staff Service by Years at NAIS

Nearly half of our staff has been with NAIS for six or more years.



**1962**

Delegates from the Independent Schools Education Board (ISEB) and the National Council of Independent Schools (NCIS) vote to establish the National Association of Independent Schools.

**1963**

The first NAIS Annual Conference is convened in New York City with 3,000 participants.

**1964**

NAIS publishes *The Independent School Trustee Handbook*.

**1984**

The NAIS board approves the Principles of Good Practice for independent school boards of trustees and for trustees.

**2002**

The Aspiring School Heads Fellowship is established.

**2007**

NAIS publishes the report *The State of Independent School Governance*.

**2022**

NAIS celebrates 60 years of uniting and empowering independent schools!

## NAIS Board of Trustees

To help guide the work of the organization, the NAIS board of trustees addresses its fiduciary, strategic, and generative duties. Led by its officers and executive committee, the board meets three times a year.





# ORGANIZATIONAL GOALS

## STRENGTHEN LEADERSHIP & GOVERNANCE

Develop resources and learning opportunities based on research and best practices to support the professional growth of independent school leaders and trustees and ensure schools' long-term sustainability.

## ENHANCE COMMUNITY HEALTH & WELL-BEING

Help schools create safe and healthy learning environments; explore issues of diversity, equity, inclusion, and belonging in independent schools to support and lead needed change.

## SUSTAIN INNOVATION AND STRATEGY

Partner with independent schools to rethink school models for a changing landscape, solve pressing challenges, and seize opportunities to further schools' missions and secure their futures.

## LEAD THROUGH CRISIS

Position NAIS as the essential partner for independent schools and their leaders, especially during this period of intense change.

## GO VIRTUAL

Redesign NAIS as an effective organization for the digital age, rebuilding infrastructure by leveraging technology and reimagining operations and offerings for a hybrid world.

## ENSURE NAIS'S FINANCIAL SUSTAINABILITY

Research and test new initiatives and markets to ensure NAIS's long-term financial sustainability.



# MEMBER BENEFITS



## Best Practice Guidance

to help school leaders get up to speed and define priorities:

- Principles of Good Practice
- Legal & Legislative Resources
- *Independent School Magazine*



## Professional and Career Resources

to strengthen teams and individuals:

- Institutes & Workshops
- Webinars
- Career Center



## Actionable Data and Research

to help schools understand the market and inform their strategic decisions:

- Data and Analysis for School Leadership (DASL)
- Research Reports
- Assessment of Inclusivity and Multiculturalism
- Market View



## Networking and Community

Resources like the following help members become a part of a strong national community of schools:

- NAIS Annual Conference
- NAIS People of Color Conference
- NAIS Connect

## INDEPENDENT SCHOOL MAGAZINE

*Independent School* is the award-winning quarterly magazine published by the National Association of Independent Schools. It provides thought leadership for education leaders, administrators, and practitioners on topics that range from operations and administration to teaching and learning to student wellness to governance—and more. *Independent School* has been the premier publication in private education for more than 75 years.





# NATIONAL CONFERENCES

## NAIS ANNUAL CONFERENCE

The NAIS Annual Conference is the premier professional development and networking event for administrators, trustees, and teachers at independent schools. Members gain actionable resources, the chance to ideate with a national cohort, and opportunities to build relationships.

[annualconference.nais.org](http://annualconference.nais.org)



## NAIS PEOPLE OF COLOR CONFERENCE

The People of Color Conference is the flagship of the National Association of Independent Schools' commitment to equity and justice in teaching and learning. The mission of the conference 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.

[pocc.nais.org](http://pocc.nais.org)



## CASE-NAIS INDEPENDENT SCHOOLS CONFERENCE

Each year, the CASE-NAIS Independent Schools Conference draws more than 1,000 advancement professionals from around the world to learn about strategies and opportunities that will enhance donor and alumni outreach at independent schools.



# LEADERSHIP AND GOVERNANCE PROFESSIONAL DEVELOPMENT

NAIS institutes are grounded in best practices in adult learning and provide our members with intensive training and peer networks. Several of the institutes focus specifically on providing career and professional development at all stages of the leadership journey.

## FELLOWSHIP FOR ASPIRING SCHOOL HEADS

To help those individuals who aspire to headship in independent schools, the fellowship offers extensive, personalized professional and career development including week-long programming, a year-long mentorship, career counseling, participation in a research project, and an invaluable peer network.



## INSTITUTE FOR NEW HEADS

The Institute for New Heads (INH) supports individuals starting their first or second year of headship. Through intensive programming they build a strong peer and mentor network, acquire an understanding of the essential tasks of headship, and return to school supported by a toolkit of valuable resources.

## LEADERSHIP THROUGH PARTNERSHIP

Held each fall, the NAIS Leadership Through Partnership (LTP) workshop provides a school's head and board leader(s) the chance to collaborate and strengthen their partnership. Away from busy day-to-day life, they identify shared goals for their school and learn more about the challenges that their school — and the independent school community — are facing.



[nais.org/institutes](https://nais.org/institutes)





# KEY STATISTICS

The NAIS community represents a broad range of private K-12 independent schools, each driven by its own unique mission.

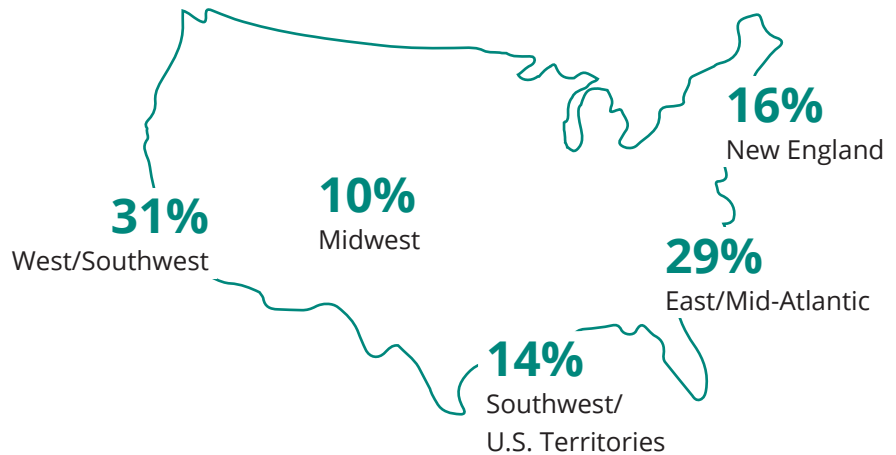
## Schools we serve

**1,658**

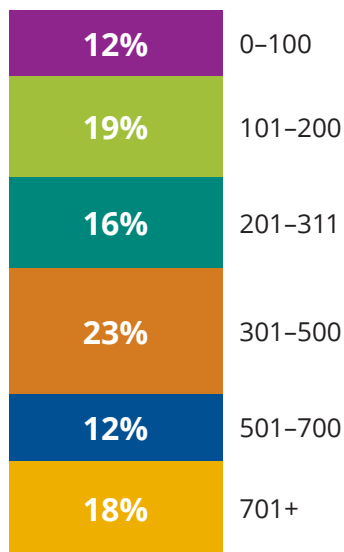
Total Member Schools

**696,122**

Total Student Enrollment



## Enrollment



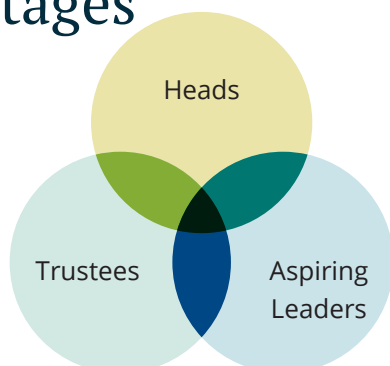
**50%** Elementary-Secondary Schools

**13%** Secondary Schools (9-Postgraduate)

**38%** Elementary Schools (PreK-8)



## Serving Leaders at all Stages



## Where Do NAIS Schools Fit in the National Education Picture?

**130,930**

Total Schools in U.S.

**53.8 million**

Total Students in U.S.



# TODAY'S CONTEXT

As independent school leadership becomes increasingly complex, NAIS strives to deepen and expand our commitment to developing school leaders and sustaining school leadership. In the vice president, leadership and governance, we seek a leader who will focus and drive these efforts.

“I’m eager to find a candidate for the VP position who is above all else curious, who can lead through the generative lens and help heads and trustees make sense of changing circumstances. The successful school of the next decade will need unprecedented focus combined with the ability to innovate. I hope this VP will create a path for heads and boards to partner effectively in pursuit of this goal.”

**DONNA OREM**

*President, NAIS*

“There is a huge turnover of school heads right now and coming in the future. In some cases, new and inexperienced leaders haven’t had time to mature or receive sufficient mentorship. This new VP can help NAIS deliver critical research, advice, and guidance to new heads.”

**BERNIE NOE**

*Head of School, Lakeside School*

“NAIS is such an authority figure with our schools: when NAIS speaks, people listen. I also hope the next VP undertakes a thoughtful listening tour to learn about all the unique and innovative ideas happening in our schools—to ultimately help us all stay on the cutting edge.”

**TEKAKWITHA PERNAMBUCO-WISE**

*Head of School, The Wyndcroft School*

“We are excited to welcome a thoughtful leader to NAIS with deep governance expertise. This role offers a pragmatic and actionable opportunity to help our schools think differently about leadership development and governance practices while advancing the values that distinguish our industry. We look forward to an engaging partnership with this new VP.”

**CAROLINE G. BLACKWELL**

*Vice President,  
Equity & Justice, NAIS*

**TIM FISH**

*Chief Innovation  
Officer, NAIS*



# DUTIES

## POSITION SUMMARY

The **vice president, leadership and governance** provides vision for and directs the creation and implementation of products, services, and events that support the NAIS vision, mission, and values, along with the organization's commitment to developing and sustaining current and aspiring independent school leaders and trustees. This role guides both national initiatives and school-based programs to achieve this goal.



## RESPONSIBILITIES

- Provide vision for broad-based initiatives that support and expand NAIS's work with heads of school, trustees, and aspiring leaders; translate the needs of school leaders into an innovative and inclusive plan.
- Maximize leadership and governance suite of offerings to provide direct access to multiple audiences in support of building strong and effective leadership teams, dedicated boards of trustees, and a strong head/board partnership.
- Oversee the production of the Annual Conference, Institute for New Heads, Fellowship for Aspiring School Heads, School Leadership Institute, Leadership through Partnership, and more. Work in collaboration with Events, Membership, Member Success, Media, and Marketing teams to execute these events and advance leadership and governance program areas.
- Partner with the Strategic Initiatives and Research Team to identify the changing needs of independent school leaders and synthesize the findings into timely and actionable leadership and governance resources.
- Speak at national and regional events, providing thought leadership on themes related to developing school leaders and trustees. Consult with schools and other organizations; develop and deliver presentations, trainings, and workshops.
- Seek out strategic alliances and partnerships; expand revenue-generating activities and deliver program growth in areas of leadership and governance.
- Manage and mentor a dedicated, high-performing team. Develop budgets, allocate resources, oversee complex and fast-paced workflow, and offer excellent customer service.
- Serve on the senior leadership team; represent NAIS on a local, regional, and national basis; and report to the chief operating officer.





# QUALIFICATIONS

The **vice president, leadership and governance** will be thoroughly committed to NAIS's vision, mission, and values. All candidates should have demonstrated success in leadership, coaching, and relationship management.

## SPECIFIC REQUIREMENTS INCLUDE:

- Bachelor's or advanced degree, with at least 5 years of senior administrative experience
- Commitment to quality programs and excellence in organizational and project management with the ability to achieve strategic objectives and manage a budget
- Demonstrated partnership experience with the ability to engage a wide range of stakeholders including member schools, associations, foundations, corporate sponsors, and practitioner groups
- Ability to work effectively in collaboration with diverse groups of people
- Integrity, positive attitude, mission-driven, and self-directed with demonstrated passion for NAIS's mission and commitment to working collaboratively with a management team of senior professionals
- Immersion in DEIB principles, training, and best practices—particularly with respect to the many facets of leadership development and board governance
- Excellent judgment and apparent leadership skills
- Ability to be a team player, who can interrelate and operate effectively with peers and other associates within a collegial, yet enterprising, work environment
- Ability to handle a variety of constituencies, manage multiple tasks simultaneously and thrive in a complex environment with multiple priorities
- Deep analytical skills; basic business intuition and common sense; dedicated work ethic
- Track record of engaged and active participation as a trustee or member of a board of directors, preferably at a school, nonprofit, or mission-aligned organization

## HOW TO APPLY

12M Recruiting is acting on behalf of NAIS to identify exceptional educational leaders to fill this extraordinary opportunity. Please direct any inquiries to:

### GABRIEL LUCAS

Principal, 12M Recruiting  
[jobs@12MRecruiting.com](mailto:jobs@12MRecruiting.com)

**Applications received by March 21, 2022 will receive priority review.**

All applications must be submitted online:  
[www.12MRecruiting.com/jobs/NAIS](http://www.12MRecruiting.com/jobs/NAIS).

An application requires submitting four PDFs:

- Cover letter introducing yourself to the search committee
- CV or résumé
- A list of four references (include each person's name, current organization, title, phone number, email, and past connection to you — though we will not contact any references without obtaining your permission first)
- A response to the following prompt:

*If you had a chance to provide three pieces of advice simultaneously to a new board chair and a new head at the same school, what would you tell them?*

NAIS has an institutional commitment to the principles of diversity. In that spirit, NAIS does not discriminate in violation of the law on the basis of race, religion, color, national origin, sexual orientation, age, sex, disability, marital status, military status, pregnancy, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation, political affiliation, or any other category protected by federal, state, or local law.

