



NATIONAL
ASSOCIATION OF
INDEPENDENT
SCHOOLS

Leadership in Changing Times: Taking Care of Yourself and Others (Small Schools)

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NAIS Facts at a Glance

- 1,271 NAIS Member Schools (2008–2009)
- Average enrollment 478
- Median enrollment 374

- Limited # of course sections or grade level teachers
- Teachers often share administrative duties
- Limited staff and services
- Small endowments
- Non-competitive salaries for staff/faculty
- Impact of lower student enrollment

- Everyone is well known in the school community
- As Head, most students and faculty may see you several times each week (possibly everyday)
- Perception that small schools are better
 - Students can't go unnoticed
 - Smaller teacher:student ratio

What's changing in "these times"?

- Current Economy
- Consumer / Donor Confidence
- Increasing competition
 - Other Independent Schools
 - Charter Schools
 - Good suburban public schools
 - Home schooling

- Head's Oversight of School Operations
 - Development
 - Admissions
 - Overall quality of education
 - Communications, Marketing, Public Relations
 - Budgets
- Head's Relationship with the Board



Leadership in Changing Times

Change = Stress

- Balancing Budgets, Demands and Needs
- Reduction in Force
- Salary Freezes
- Reduction in compensation and/or benefits
- Campaign plans on hold
- New Job
- Moving Family
- Other life-changing occurrences



Leadership in Changing Times

In this climate, how do we help people feel safe?

Pastoral role of the Head

- School Families
- Faculty / Staff
- Students

2007 NAIS Head of School Leadership Challenges Survey

1. Finding time for yourself and your family (5.35)
2. Fundraising (5.04)
3. Schedule and time commitments/time management (4.97)
4. Hiring and firing staff (4.80)
5. Managing the school's financial health (4.74)



Taking Care of Yourself and Others

S.U.R.V.I.V.A.L



Taking Care of Yourself and Others

Sustenance

U

R

V

I

V

A

L

Sustenance

- Spend time with your family and friends
- Eat well
- Exercise
- Get a hobby
- Read (trade and inspirational)



Taking Care of Yourself and Others

S

Utilize Resources

R

V

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Utilize Resources

- National and Regional Associations
- Faculty and Staff
- Family and Friends
- Find time-saving tips



Taking Care of Yourself and Others

S

U

Restore

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Restore

- Some Head's contracts specify a minimum of 2 consecutive weeks vacation each year
- Take time off
- Annual complete physical



Taking Care of Yourself and Others

S
U
R
Vision
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V
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L

Vision

- Find energy in your vision for your school
- Rome wasn't built in a day
- Set priorities and don't try to do it all



Taking Care of Yourself and Others

S
U
R
V

Improvise, Adapt, Overcome

V
A
L

Improvise, Adapt, Overcome

- An unofficial mantra of the Marines Corp.
- Working with limited resources but creatively getting the job done / fulfilling the mission.



Taking Care of Yourself and Others

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Value
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Value

- Place value on yourself, as well as others
- Set limits and boundaries

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Attitude
L

Attitude

- The best attitude adjustment are the students. See them EVERYDAY.



Taking Care of Yourself and Others

S
U
R
V
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V
A

Laughter



Taking Care of Yourself and Others

Sustenance

Utilize Resources

Restore

Vision

Improvise, Adapt, Overcome

Value

Attitude

Laughter

**Before assisting others,
put your mask on
first!**



Taking Care of Yourself and Others

The End