

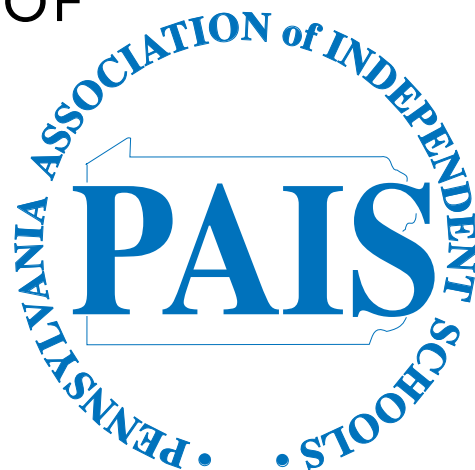


PENNSYLVANIA ASSOCIATION OF INDEPENDENT SCHOOLS

EXECUTIVE DIRECTOR SEARCH

Plymouth Meeting, Pennsylvania

July 1, 2019



PURPOSE AND OVERVIEW

The Pennsylvania Association of Independent Schools (PAIS) is a member services organization the purpose of which is to “represent and support member independent schools in Pennsylvania and Delaware.” It safeguards and promotes member schools’ interests, provides them with pertinent services, collaborates with other associations, and upholds educational standards as set forth by its Commission for Accreditation.

PAIS was formed in the 1960s, initially to represent independent schools in the state legislature. A separate accrediting agency, PAPAS, had existed since 1948. Under the capable leadership of Linda Phelps, who will be retiring in 2019, the two associations merged in 2006 and the new PAIS was formed.

The Association now consists of 108 member schools, which enroll more than 40,000 students. Approximately 80 percent of the member schools are in the greater Delaware Valley, with 12 percent in the Pittsburgh area. The remainder are scattered in the central and northern areas of the state.

PAIS services include accreditation, professional development, legislative monitoring and advocacy, an annual conference for member schools, and consultation for heads and trustees. The PAIS website provides a Career Center, where job openings are posted, and current information regarding legislative and compliance issues in the two states.

To learn more about the
Pennsylvania Association of Independent Schools:
www.paispa.org



The organization is currently housed in rented offices just northwest of the center of Philadelphia in Plymouth Meeting. The facilities include several offices and a large conference room. The staff consists of four full-time professionals: Executive Director, Director of Accreditation Services, Director of Professional Development, and Administrative Assistant. In addition there is a half-time Asst. Director for Accreditation.

SIGNIFICANT ACCOMPLISHMENTS AND INITIATIVES OF PAIS

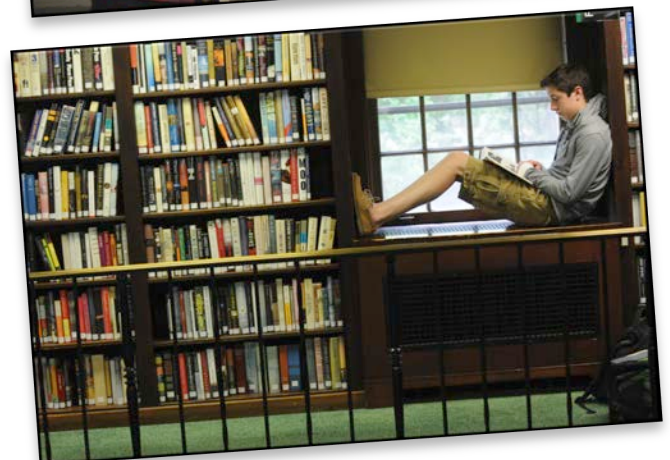
Since the merger in 2006, PAIS has significantly enhanced the major member benefits and services it provides:

- A dynamic accreditation protocol, used by the vast majority of member schools, which ensures thorough and thoughtful self-examination, careful peer review, and a high degree of compliance with best practices in alignment with a school's mission and purpose.
- Professional development opportunities for teachers and administrators on a regular basis.
- Legislative advocacy via the use of a lobbyist in Harrisburg who is in touch with the issues affecting independent schools in the Commonwealth. This includes championing the tax credit programs that greatly benefit member schools.
- The creation of and support for affinity groups within the organization for division heads, global citizenship directors, directors of diversity, school nurses, area specific teachers – math, science, foreign language, lower school, etc. --, IT directors, and others that may need these valuable connections.
- Bi-annual conferences that brings together school heads, trustees, faculty, and administrators for presentations relevant to independent schools and the people who serve them.
- Collaboration with other organizations, regional and national.
- Regular consultation for heads of school regarding employment, governance, and legal issues.

OPPORTUNITIES AND CHALLENGES

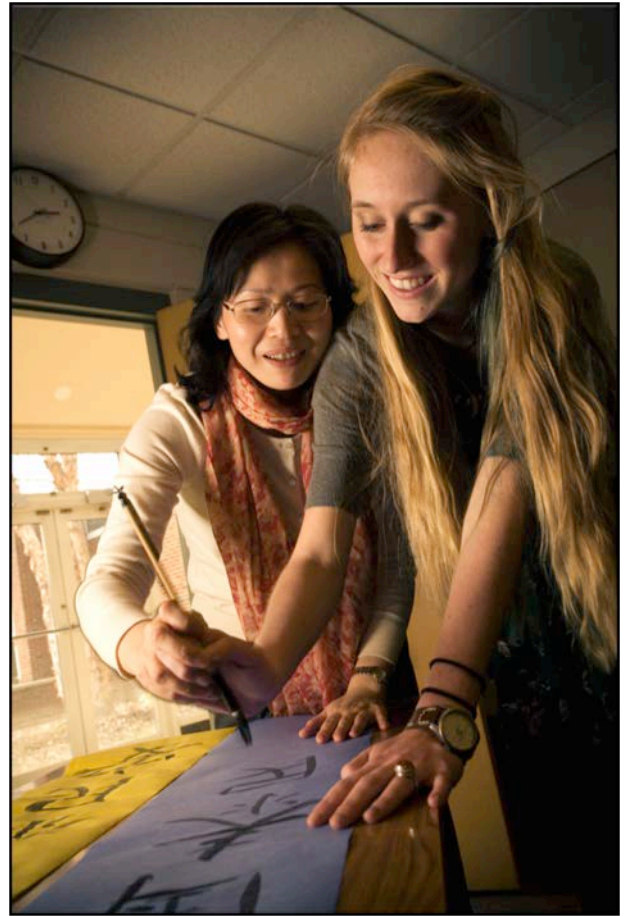
PAIS would like to be known nationally as the “go to” state/regional organization for accreditation, professional development, and member services. This will require on-going work on the challenges at hand as well as new initiatives and vision regarding how PAIS can continue and enhance its support of schools and the shifting landscape in which they function.

- Accreditation is at the center of the PAIS value proposition for member schools. There is competition from the Middle States process, and efforts need to continue to ensure that the PAIS accreditation is the desirable protocol.
- There is need for a strategic plan for PAIS as it looks ahead to meet challenges and seize opportunities. This would include careful examination of the dues structure; budget, revenue, and expenses; and financial implications for the organization over the next 5 years. The plan also needs to address the value proposition beyond accreditation that PAIS provides. This would include analysis of what other organizations currently provide to determine if there are strategic niches for PAIS that supplant or enhance services available elsewhere.
- Other organizations – ADVIS, PAISBOA, FCE, PCIS, NAIS – provide professional development, data services, and other kinds of support in the Philadelphia and Pittsburgh regions. PAIS needs to coordinate its efforts with these groups and/or to find strategic areas to fill that these organizations may not.
- The geography of the state creates a challenge, viz. connecting the schools in Delaware Valley with those in other regions, especially the Pittsburgh area. The next Executive Director will need to ensure



equitable delivery of services across all member schools, regardless of location, and develop close and trusting relationships with the heads of all member schools.

- The value of professional development for member schools should be reinforced.
- Schools are asking for more and better data, especially around enrollment and financial issues. PAIS needs to lead or coordinate in this area and be nimble in its response to the needs of its members.
- While the organization has done an excellent job of staying on top of legislation and government activities, even more might be done in this area to ensure that the interests of member schools are represented in Harrisburg and Dover. Communication with member schools regarding legislative issues will need to be enhanced.



THE EXECUTIVE DIRECTOR

The next Executive Director will be someone with energy, vision, and a deep knowledge of how independent schools work and what they need. He/she should:

- Be responsive, flexible, intellectually curious, and wise
- Possess the ability to be both creative and practical
- Have strong experience in independent schools, preferably as a head of school
- Be experienced with school finance and governance
- Possess excellent interpersonal skills
- Possess both excellent written and oral communication skills
- Have a record as a builder of relationships
- Know how to build and manage a professional staff
- Like to travel
- Understand the professional development needs in schools
- Have a head for business and creating value propositions for schools
- Celebrate the similarities and differences among the schools



APPLICATION PROCESS

Interested candidates should send a cover letter and current resume to:

Clay Stites
Resource Group 175
Clay.stites@comcast.net
508-981-4872

Application deadline is **September 1, 2018**.



PAIS STATISTICS

Member Schools	108
Elementary	44
Secondary	27
PK-12	32
Middle Grades Only	2
N/PK/K	3

Schools by Size

Up to 200	42
200 to 400	29
400 to 700	22
700 to 1,000	10
Over 1,000	5

Schools by Region

Greater Philadelphia	73
Delaware	3
Greater Pittsburgh	14
Central Pennsylvania	10
Other	8

PAIS Heads

Men	59
Women	49
Heads of Color	7

