



Management Consulting to Independent
and International Schools Worldwide

LITTLEFORD & ASSOCIATES
— GLOBAL ISSUES | LOCAL SOLUTIONS —

Board Governance | Head Compensation | Mentoring Heads | Faculty Compensation & Evaluation | Fundraising | Leadership Transitions
Safe Harbors Compliance | Executive Searches | Financial Management | School Climate & Morale Issues | Marketing | Strategic Planning

ARTICLES BY TOPIC

Posted on August 2, 2015

Article Topics:

- Head / Executive Compensation
- Faculty Compensation and Evaluation
- Board Governance
- Strategic Planning
- Financial Management and Marketing
- Executive Searches
- School Climate

HEAD / EXECUTIVE COMPENSATION

- [Never Ignore Head Compensation Planning](#)
- [THE AWKWARD CONVERSATION: WHAT ABOUT MY COMPENSATION?](#)
- [Performance Bonuses for Heads or Not?](#)
- [Section 4958 – “Intermediate Sanctions”](#)
- [What Is “Deferred Compensation?” And Why Do So Many Heads Have It Or Want It?](#)
- [The Safe Harbors Act: The Necessity Of Demonstrating Annual Compliance](#)
- [Income Opportunities In Tight Economic Times](#)
- [The Intermediate Sanctions Act: The "Next Level" of Compliance](#)
- [The Truth About Statistics: Why Head Compensation Information Fails to Deliver](#)
- [In Defense Of Head Compensation](#)
- [Head Compensation: The Process, The Product and the Reporting](#)
- [Head Compensation: Understanding The Changing Rules](#)
- [Executive Compensation: The Process, Pitfalls And Opportunities](#)
- [Ties That Bind or Wound: The Power of the Contract and the Contract Process](#)



Management Consulting to Independent
and International Schools Worldwide

LITTLEFORD & ASSOCIATES
— GLOBAL ISSUES | LOCAL SOLUTIONS —

Board Governance | Head Compensation | Mentoring Heads | Faculty Compensation & Evaluation | Fundraising | Leadership Transitions
Safe Harbors Compliance | Executive Searches | Financial Management | School Climate & Morale Issues | Marketing | Strategic Planning

- [The Big Dig: Digging Your Way Through The New Form 990](#)
- [Tools to Recruit, Retain and Reward Heads of School: Why They Are Even More Important Now](#)
- [Surprising Facts And Figures About The Head Compensation Process](#)
- [The Importance Of The Head Compensation Process](#)
- [Head Compensation: The Race to the Top](#)
- [A Changed World For Head Recruitment And Compensation](#)
- [Head Compensation: It Is Difficult To Be Your Own Advocate](#)

FACULTY COMPENSATION AND EVALUATION

- [Why We Will Have Failed Them: How to Regain Faculty Trust](#)
- [Salary Systems in Independent and International Schools](#)
- [The Whole Package](#)
- [Building Morale: The Importance of STAFF not Only Faculty Compensation](#)
- [Mission Based Compensation: THE Key to Financial Sustainability](#)
- [What IS a Philosophy of Compensation?](#)
- [Faculty Salary System Designs: Becoming More Innovative](#)
- [Compensation, Collaboration and Culture: A Winning Story](#)
- [Up to 85% of Your School's Budget](#)
- [Threading the Needle: Addressing Faculty Compensation Challenges While Avoiding Major Risks](#)
- [Performance Pay Can Work In Independent Schools](#)
- [Faculty Salary Systems: Rapid and Systematic Changes in Schools Worldwide](#)
- [The Professional Growth "Trap"](#)
- [Trends from the Trenches – Patterns in Faculty Benefits](#)
- [The Faculty Salary Challenge: Not Just How Much, But How?](#)
- [When And Why Teachers Decide To “Organize”](#)
- [Mission And Money: Or How To Make The Most With What You Have](#)
- [Designing A Politically Safe Process For Changing Faculty Compensation Systems](#)
- [Update on Performance Pay: Gaining National Attention](#)
- [Teacher Evaluation And Accountability: When Entitled Parents Meet Entitled Teachers](#)
- [“Fuzzy” Salary Systems](#)
- [The Explosion of Extra Pay](#)
- [Yes: A Successful Model of Teacher Evaluation – The Importance of Leadership, Culture, Attitude and Training](#)



Management Consulting to Independent
and International Schools Worldwide

LITTLEFORD & ASSOCIATES
— GLOBAL ISSUES | LOCAL SOLUTIONS —

Board Governance | Head Compensation | Mentoring Heads | Faculty Compensation & Evaluation | Fundraising | Leadership Transitions
Safe Harbors Compliance | Executive Searches | Financial Management | School Climate & Morale Issues | Marketing | Strategic Planning

- [Faculty Salaries: Doing More Than Talking About It](#)
- [The Latest In Faculty Compensation: Allocating Resources Among Your “Buckets”](#)
- [Persistence Pays Off](#)
- [In an Economic Downturn: Intelligent Ways to Make Compensation Go Further](#)
- [Mission Based Compensation and Flexible Pay: The Challenge Confronting Boards, Heads and Teachers](#)
- [Performance, Compensation And Evaluation: They Are Always Related](#)
- [Recent Trends In Faculty Compensation – And Some Cautionary Notes](#)
- [Faculty Salary System Designs: Tradition and Innovation](#)
- [What About "Merit" Pay?](#)
- [Ensuring Rational Faculty Salary and Benefit Systems: Time for a Dialogue](#)
- [The Danger Of Inequities In Faculty Workloads](#)
- [Selling Your Benefits: What Teachers Need To Know](#)
- [Salary System Modeling: Thinking Through Your Decisions](#)

BOARD GOVERNANCE

- [Managing Stakeholder Discontent: A Rising Tide](#)
- [Transparency, Collaboration and Engagement: Boards, Faculty and Administrators in Salary System and Benefits Design](#)
- [The Pandemic: What We Will Have Learned](#)
- [How Much Communication is Too Much?](#)
- [Governance in the Trenches: Some Solutions](#)
- [Nurturing Your Head: A Five-Point Paradigm](#)
- [Board/Head Collaboration: The Stress Points and the Rewards](#)
- [The Politicization of Boards on Re-opening our Schools](#)
- [New Heads Arriving and the Dangers Ahead](#)
- [The Impact of the Pandemic on Mission and Governance](#)
- [Short Term Solutions Can Lead to Long Term Problems](#)
- [The Entry Challenge](#)
- [Why Heads are Wary of Executive Sessions](#)
- [John Littleford Featured in Taipei American School’s Fall 2019 Window Magazine](#)
- [When the Board Becomes the Problem](#)
- [Healthy Boards and Strategic Planning Go Hand in Hand](#)
- [Too Many Cooks in the Kitchen and the Head was “Cooked”!](#)
- [Strategic Governance Reduced to the Absurd: Lessons Learned](#)



Management Consulting to Independent
and International Schools Worldwide

LITTLEFORD & ASSOCIATES
— GLOBAL ISSUES | LOCAL SOLUTIONS —

Board Governance | Head Compensation | Mentoring Heads | Faculty Compensation & Evaluation | Fundraising | Leadership Transitions
Safe Harbors Compliance | Executive Searches | Financial Management | School Climate & Morale Issues | Marketing | Strategic Planning

- [Controversial Topics: 360 Evaluation and Executive Session](#)
- [How Political Capital Affects Executive Decision Making and School Culture](#)
- [Becoming And Remaining A Healthy Board: The Rules Of Engagement](#)
- [What “Rogue” Board Members Can Accomplish](#)
- [Board Structures: The Good, the Bad and the Downright Ugly](#)
- [Premature Dismissals: Overlooking Head Transition](#)
- [Every Board Has a “Personality”](#)
- [Why a Leadership Coach?*](#)
- [The Governance Game III: The Importance of Transitions](#)
- [Mission “Tugs”](#)
- [Following a “Founder” and Can You Survive?](#)
- [The Theory AND Practice of Board Governance](#)
- [The STILL Sad State of Head Departures](#)
- [The Qualities That Schools Desperately Need In A Board Chair](#)
- [The Need for Bi Lingual Boards and Heads: Understanding and Sharing a Common Language in the Board Room](#)
- [Board Policy Manuals: When Do They Create Problems?](#)
- [Head Transition/Entry Plans: Risks And Opportunities](#)
- [Managing Crises: Dealing With The Unexpected](#)
- [Board Governance And Teacher Evaluation: Where Do The Two Meet?](#)
- [Broadening Governance Training: A Lesson to Be Learned](#)
- [Effective Coaching For Heads Of Schools And Board Chairs: Cases Of Encouragement](#)
- [Which Comes First? Search Or Governance?](#)
- [How To Fire the Head, AND More than Once!](#)
- [Strengthening Parent Associations](#)
- [When Schools Go to War](#)
- [Who Fires The Head?](#)
- [The 20% Rule](#)
- [Why Board Chairs Serve?](#)
- [Drama in the School House and the Board Room](#)
- [Elephants in the Board Room](#)
- [Succession Planning: The Time Has Come](#)
- [Managing The Errant Trustee](#)
- [Intelligent Governance In Challenging Economic Times](#)
- [The View From 50,000 Feet: The Perspectives Of Executive Directors Of Independent And International Associations Of Schools](#)



Management Consulting to Independent
and International Schools Worldwide

LITTLEFORD & ASSOCIATES
— GLOBAL ISSUES | LOCAL SOLUTIONS —

Board Governance | Head Compensation | Mentoring Heads | Faculty Compensation & Evaluation | Fundraising | Leadership Transitions
Safe Harbors Compliance | Executive Searches | Financial Management | School Climate & Morale Issues | Marketing | Strategic Planning

- [Developing Healthy Board Governance: What to Do about the Parent Driven Board](#)
- [The Value Of Age Induced Wisdom](#)
- [The Boards You Should Not Emulate](#)
- [The “Ji Huey” Moment: Turning A Crisis Into An Opportunity](#)
- [Transitions, Strategic Planning and.. Failure: How to Avoid the Trap](#)
- [Board Governance: Where Is The Baby Elephant?](#)
- [“Extreme” Board Behavior But Sometimes The Norm](#)
- [Problem Trustees \(And How to Help Them\): Part II](#)
- [Dealing with Problem Trustees \(Or Their Problem Spouses\)](#)
- [Making \(Or Breaking\) The Chair/Head Partnership:](#)
- [The Longevity Of Heads And The Effectiveness Of Schools](#)
- [The Role of the Chair: The Promise and the Price](#)
- [The Risks And Stress Of Transition](#)
- [Strong And Stable Boards: Wise, Committed And Loyal!](#)
- [Fortress Head, Fortress School: Attacks from Within and Attacks from Without](#)
- [Leadership Transitions: Strategies To Support A New Head And Maintain School Stability](#)
- [Head Evaluation: The Risk Of Not Doing It Or Doing It Poorly](#)
- [Evaluation Of Boards: Self-Reflection In A Healthy School](#)
- [Board Structure: The Plight of the International School](#)
- [The Governance Game – Part IV: Board Subcommittees – Their Role In Supporting The Mission and Stability of the School](#)
- [The Governance Game – Part II: The Role of Change in School Instability](#)
- [The Governance Game – Part I: What’s At Risk For Independent Schools](#)
- [Leadership Of Schools And The Longevity Of Heads](#)

STRATEGIC PLANNING

- [Is the Timing Right for Strategic Planning \(or Not\)?](#)
- [Strategic Planning is Crucial but Proceed with Caution!](#)
- [The Key Questions to Ask when Undertaking Strategic Planning](#)
- [Healthy Boards and Strategic Planning Go Hand in Hand](#)
- [Strategic Planning: Taking Appropriate Risks](#)
- [Strategic Planning: Leading and Not Following the Process](#)
- [Fall Out from Strategic Planning](#)
- [Efficient And Effective Strategic Planning](#)
- [Strategic Planning: A Wise Political Investment](#)



Management Consulting to Independent
and International Schools Worldwide

LITTLEFORD & ASSOCIATES
— GLOBAL ISSUES | LOCAL SOLUTIONS —

Board Governance | Head Compensation | Mentoring Heads | Faculty Compensation & Evaluation | Fundraising | Leadership Transitions
Safe Harbors Compliance | Executive Searches | Financial Management | School Climate & Morale Issues | Marketing | Strategic Planning

- [Strategic Planning And Why The Process Generally Frustrates Boards](#)
- [Transitions, Strategic Planning and.. Failure: How to Avoid the Trap](#)
- [The Strategic Decision: Choosing a Planning Process that Fits the School's History and Culture](#)
- [Protecting Our Schools Through Strategic Planning](#)
- [The Strategic Planning Process:](#)

FINANCIAL MANAGEMENT AND MARKETING

- [Marketing the Mission is More Important than Ever](#)
- [Engaging Independent School Parents in the Time of Covid-19](#)
- [Marketing the Mission to Full Enrollment](#)
- [Key Survival Factors for Independent Schools](#)
- [Branding is Powerful: Proven Strategies](#)
- [Beneath the Surface: Trends in International Schools](#)
- [More Marketing Bang For The Buck](#)
- [Beneath The Surface: What The Numbers Reveal](#)
- [Compensation And Tuition Setting: The Message Is Mixed](#)
- [How To Get A Handle On Controlling Expenses And Increasing Income In Difficult Economic Times](#)
- [A Mission That Resonates in a Soft Admissions Market](#)
- [Managing The Bottom Line:](#)
- [Profit Centers: Has Your School Tapped These Revenue Sources?](#)
- [Income Opportunities In Tight Economic Times](#)
- [The Nine Sacred Cows Of Financial Management:](#)

EXECUTIVE SEARCHES

- [Navigating a Head of School Search in Rough Waters](#)
- [Head Search Committee Behaviors and How They Affect Outcomes](#)
- [The Search...The Transition... and then the Succession](#)
- [Common Mistakes In The Search Process](#)
- [The Core Principles Of A Successful Search: Advice For Boards And Heads](#)
- [The Head Search, School Culture and Trust in the Consultant](#)
- [Fascinating Facts About Internal Succession](#)
- [The Search and the Departing Head: Valued or Forgotten?](#)
- [Doubts At The Altar: When Searches Fail](#)



Management Consulting to Independent
and International Schools Worldwide

LITTLEFORD & ASSOCIATES
— GLOBAL ISSUES | LOCAL SOLUTIONS —

Board Governance | Head Compensation | Mentoring Heads | Faculty Compensation & Evaluation | Fundraising | Leadership Transitions
Safe Harbors Compliance | Executive Searches | Financial Management | School Climate & Morale Issues | Marketing | Strategic Planning

- [Retirement Planning For Heads Of School: Some Useful Tools To Get There](#)
- [Powerful Elements of the Head Search Process: The Risks of Transitions](#)
- [The Next Generation Of Heads](#)
- [Is It "The End"? And If So, Then What?](#)
- [The Need To Focus On The Intermediate Sanctions Act And Conflicts Of Interest](#)

SCHOOL CLIMATE

- [The Importance of Healthy Faculty Cultures](#)
- [IT, Brutus!](#)
- [School Cultures: An Interesting Model And Then Some](#)
- [Unhealthy School Climate: Common But Seldom Improved](#)
- [Improving Faculty Cultures: Touching The Heart And Soul Of Schools](#)
- [Understanding Faculty And School Cultures](#)
- ["Managing School Climate—And Not Letting It Manage You!"](#)