

# *Inside* Private School Management

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## LEGAL SPOTLIGHT

### REIMBURSEMENT

Because a private school requested electronic documents from the city in an unsuccessful land use lawsuit, the California Court of Appeal ruled the that school will have to repay the city for its expenses to locate and gather the documents. **Page 10**

### ADA

The District Court blocks a former custodian's disability discrimination claim after finding the worker's injuries were temporary and did not prevent him from performing a broad range of jobs. **Page 10**

### LIABILITY

New York's Supreme Court allows a negligent supervision claim to move forward after the parent showed the school had notice that the student who injured her son had a history of dangerous conduct. **Page 11**

### SPECIAL EDUCATION

Because the private school that developed a student's IEP had no contractual obligation to implement the plan, the District Court dismissed the parent's breach of contract claim. **Page 12**

## COVER STORY

### Use financial planning to ease middle-income tuition woes

Private school tuition has consistently outpaced inflation during the past 10 years. As a result, more middle-income families are finding themselves deprived of the opportunity to choose independent school education for their children. Compounding the problem is the fact that even families who qualify for financial aid often do not receive enough to cover a significant portion of the tuition. Because of this, "we're losing socioeconomic diversity in schools," said Barbara Kraus-Blackney, executive director of the Association of Delaware Valley Independent Schools. Find out how you can ease the financial burden on middle- and upper-income families at your school. **Full story, page 3.**

#### Pass along savings

By streamlining your school's operations, you can counter skyrocketing costs that affect tuition. **See page 3.**

## HIGHLIGHTS

### Bridge cultural divide for foreign students

The number of foreign students attending independent schools in the United States has climbed steadily in recent years. Find out how to communicate effectively with non-native families to ensure a rewarding educational experience. **Page 4**

### Bring in executive coach to bring out your best

An executive coach can help you reach your full potential by working with you to find answers to complex problems. Learn the skills that will make you a better leader. **Page 5**

### Strong top-down leadership combats school bullying

Bullying is a recurring — and devastating — problem for many students. The behavior has long-lasting effects not only on victims and perpetrators, but also on bystanders. Find out how to reduce bullying and create a safer learning environment. **Pages 6-7**

### Make schools safer, more pleasant for aging workers

As more aging baby boomers choose to remain in the workforce, some simple changes can go a long way toward improving their health and well-being. **Page 8**



## Make schools safer, more pleasant for aging workers

The nation's first baby boomer filed for Social Security and retired from her teaching career last year, but that still leaves a lot of individuals in their forties, fifties and sixties working — some of them in independent schools.

Those born between 1946 and 1964 number more than 77 million, and despite the boomer emphasis on youth and vitality, aging does have an impact on body and mind. Inherent changes in the aging process need to be considered for safety and to make the best use of the skills and talents of all school employees.

"As we age, there's a decrease in such things as vision, hearing, strength, balance, range of motion, and reaction time," said Dr. Joel Haight, an assistant professor of energy and engineering at Penn State University.

Haight's research in work physiology and workplace safety focuses on industrial applications, but the general principles on the effects of aging apply to anyone. Private schools aren't manufacturing widgets, but some movements are shared by employees in both venues. They sit at computers, stand for long periods, and lift and reach for objects, for example.

Some private schools have made changes to support worker health and well-being.

"We have focused on air quality ventilation, use of environmentally friendly building materials, non-toxic cleaning materials, acoustic panels for noise comfort,

and window and door placement that captures the views of native plant gardens," said Kate Burke Walsh, head of The Willow School in Gladstone, N.J.

Here are a few steps that can make the workplace safer — and more pleasant — for everyone:

■ **Improve lighting.** The focus should be on the quality of the illumination. Natural lighting is best for many tasks. With computer work, keep reflection and glare to a minimum.

■ **Quiet down.** While you're not likely to maintain silence in a classroom or hallway full of boisterous students, there is good cause to lower noise levels where possible, Haight said. For reasons not clearly understood, older employees tend to put critical information that is transmitted auditorily lower on their response priority list. "That means if an alarm was sounded with screaming children in the background, the older person would be less likely to respond immediately," he said.

■ **Increase time between steps in a task.** For jobs that require several steps, ensure there is enough time to complete each before moving on.

■ **Keep range of motion in mind.** The reach of an older worker isn't likely to be as great as one who is younger, Haight said, so position objects to be moved or controls to be manipulated accordingly. In the kitchen, for example, place supplies low for easy grasping.

For more information, e-mail Kate Burke Walsh at [kwalth@willowschool.org](mailto:kwalth@willowschool.org) and Joel Haight at [jmh44@psu.edu](mailto:jmh44@psu.edu). ■



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**WR**

**NEWS**

EDITION 3

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**Celebrate  
Earth Day  
April 22!**

**Inside:  
Ice-Cream  
Shortage?**

# Green School Zone

**Earth-friendly  
schools help  
kids and the  
environment.**



Marcel Lavender



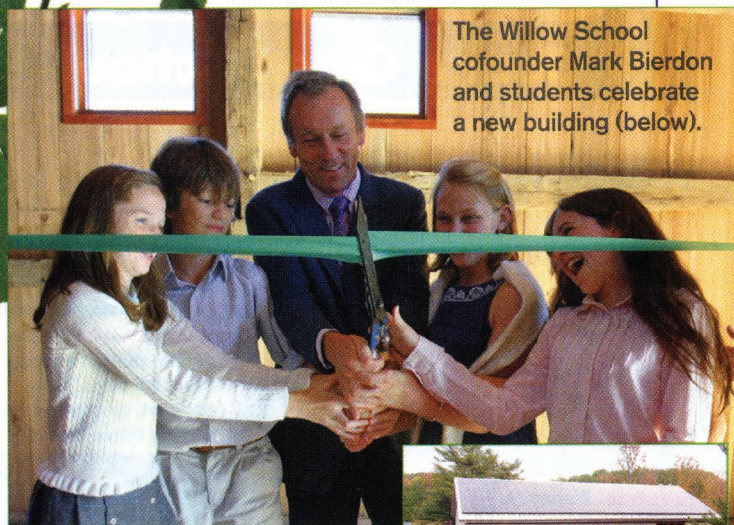
# Green School Zone

**Are green schools a key to smarter, healthier students?**

**T**he Willow School in Gladstone, N.J., is made of more than just bricks. The insides of the walls include denim from blue jeans! Other parts of the building are made of wood from an old toothpick factory.

The Willow School is a **green school**. That is a school built in a special way to save energy and resources. Green schools also provide a healthy environment for students. Some green schools have rooftop gardens to grow foods for their cafeterias. Others use special window shades to keep the buildings cool on hot days.

Across the United States, more schools are going green. The U.S. Green Building Council is an organization that decides whether schools are green. Representatives for the organization say they have approved about 85 green schools. About 650 more schools are waiting to be considered for green school status.




The Willow School cofounder Mark Bierdon and students celebrate a new building (below).



Green schools may also **benefit**, or help, students.

Some experts say that students who attend green schools are smarter and healthier. One study found that students in classrooms with natural daylight scored 25 percent higher in reading and math than students whose rooms did not have as much natural light.

Another study found that students in schools that have natural light stayed home sick three to four fewer days than kids who study in **artificial**, or human-made, lighting.

Willow School students get plenty of natural light. Each classroom is built with a **skylight**, or a window in the roof. "Sunlight has an impact," Kate Burke Walsh, head of the school, told *WR News*. "[The students] have great energy. They're ready to learn." 



**THINK ABOUT IT** In what ways might green schools help the environment?

Students/school: Courtesy of The Willow School; Recycling bin/containers/branch: Getty Images; Plant: Shutterstock

## Go Green! How can your school help the environment? Keep reading for some ideas.

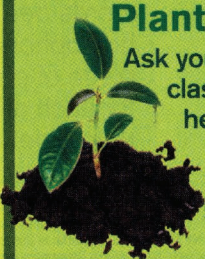
### Recycle.

Start a recycling program at your school. Everything in your classroom from old papers to art supplies can be recycled.



### Plant a garden.

Ask your teacher if your class can plant an herb garden. The cafeteria can use the fresh herbs in school lunches.



### Reuse items.

Instead of using paper or plastic bags, pack your lunch in a container you can reuse each day. You'll throw away less trash!

