The American Association of School Administrators, founded in 1865, is the professional organization for more than 13,000 educational leaders across the United States. AASA’s mission is to support and develop effective school system leaders who are dedicated to the highest quality public education for all children.
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Message From the President

It was an honor to serve as AASA president for 2007-08. I had the great privilege of listening to AASA members, reaching out to nonmembers, meeting with national decision makers, and being a steward for service and children nationwide.

I am very proud of all we accomplished over the past year. As this annual report demonstrates, AASA members and staff worked tirelessly to advance our mission to support and develop effective school system leaders who are dedicated to the highest quality public education for all children.

AASA’s work is all about nurturing the democratic ideals of our nation and creating an enlightened citizenry. As an organization, we are dedicated to helping to shape the future of America through our commitment to democracy.

Several years ago, former Secretary of Education Richard Riley — a great friend to education and to AASA — addressed AASA’s National Conference on Education. He quoted an East Indian poet, Tagore, who wrote:

I slept and dreamt that life was joy.
I awoke and found that life was duty.
I acted and behold duty was joy.

This poem gets to the heart of AASA and the school administrators we represent. In our work, duty and joy are co-mingled. In fact, sometimes they are so intertwined as to be indistinguishable. By placing students at the center of all we do — from our advocacy work on Capitol Hill to our initiatives to ensure healthy school environments — our work becomes its own reward.

On a final note, this year we bade farewell to Paul Houston, who retired after serving as AASA’s executive director for 14 years. On July 1, 2008, we welcomed long-time member and past AASA President Daniel A. Domenech as our new executive director. AASA is embarking on an exciting new chapter, and I look forward to all we will accomplish together.

Sarah Jerome
AASA President, 2007-08
Superintendent, Arlington Heights School District 25, Ill.
Since joining AASA as executive director on July 1, 2008 — and as a 29-year member and past president of this organization — I have witnessed first-hand the good work that AASA accomplishes every day on behalf of our nation’s children.

I am pleased to present this report, which highlights AASA’s activities and accomplishments from July 1, 2007, to June 30, 2008.

This is an exciting time for AASA. The association is taking bold, new steps to revitalize our mission and strengthen our programs and services for school system leaders.

I am committed to working with AASA’s Executive Committee, Governing Board, members and staff to advance AASA’s mission and expand AASA’s role as an advocate for high-quality public education. In the coming year, we will focus on:

• Growing our membership to include every superintendent in America.
• Enhancing our professional development offerings to help current and aspiring school system leaders build their leadership skills and excel in their jobs.
• Increasing our influence as a leading advocate for children. With a new president moving into the White House, AASA has an opportunity to take a leading role in working with the new administration and Congress to shape education policy on behalf of all children.
• Developing corporate partnerships and strategic alliances to provide valuable programs for AASA members.

It is a great privilege to serve as executive director of an organization whose work is so important to the nation’s children and to our democracy. I invite you to learn about our ongoing efforts by visiting AASA’s website at www.aasa.org.

Daniel A. Domenech
AASA Executive Director
Membership
Serving a Diverse Coalition of School System Leaders

AASA’s diverse membership includes superintendents, senior-level school administrators, cabinet members, professors and aspiring school system leaders from every region of the country, in rural, urban and suburban school settings.

AASA strives to provide innovative, real-world solutions to those serving in the increasingly demanding and high-pressure role of school system leader. School system leaders join AASA to support high-quality public education and to participate in the association’s advocacy, leadership development and professional support programs tailored to meet their needs.

AASA seeks to engage a wider audience of administrators in order to grow the organization and expand its influence in the public education arena. Over the past year, AASA focused on attracting new members while building programs to retain current members. The AASA Executive Committee and Governing Board were asked to provide leadership in the overall membership effort. AASA also communicated the value of AASA membership to school leaders nationwide by using both telemarketing and direct mail strategies.

Finally, AASA expanded a pilot membership recruitment project targeted at cabinet members in larger districts and superintendents in districts with fewer than 350 students.

“AASA toolkits are so outstanding that they more than offset the cost of membership.

“AASA’s 403(b) toolkit not only was very useful to us in implementing new IRS regulations — it also resulted in immediate cost savings for our schools, as our district’s legal firm would have charged $2,000 for the same information.

“Belonging to AASA is saving taxpayers’ money in our district!”

Dr. David R. Schuler
AASA Member and Superintendent
Township High School District 214
Arlington Heights, Ill.

“Make AASA your AASA — Join NOW!
Become an AASA member online at www.aasa.org/member

AASA reached out to nonmembers with a new ad campaign centered on the theme “This is your AASA!”
Advocacy and Policy
Ensuring All Children Will Learn

Advocacy is an important aspect of every school system leader’s life. Bettering the lives of children through improved schools requires a local, state and federal partnership that is focused, efficient and effective.

Fiscal year 2007-08 was a ground-breaking year for AASA’s advocacy and policy efforts. In the fall of 2007, the association held seven regional meetings to determine how AASA members wanted to shape the federal, state and local partnership in the reauthorization of the Elementary and Secondary Education Act, the law currently known as No Child Left Behind.

The advice from around the country and the annual visit of the AASA Executive Committee to Capitol Hill resulted in AASA’s Legislative Agenda, titled All Children Will Learn. This bold new legislative proposal aims to reframe ESEA and create a continuum of programs and services to meet a continuum of need, based on each district’s poverty level, special populations of students and unique circumstances.

Led by AASA’s Executive Committee and Governing Board, AASA began a campaign to get local school boards committed to the principles of All Children Will Learn and to transmit that commitment to their congressional members, governors and state legislators.

School system leaders participated in AASA’s advocacy efforts in a number of ways. At the Legislative Advocacy Conference in April 2008, members spent three days on Capitol Hill in direct advocacy on federal issues. Members also engaged in advocacy through the AASA Legislative Corps, a grassroots advocacy network, the National Rural Education Advocacy Coalition and the Network of State Urban Schools Associations.

Over the past year, AASA leaders testified before congressional committees on three occasions. Advocacy and policy staff spoke in 28 different states and responded to four sets of proposed federal regulations that would directly affect students.

AASA’s advocacy and policy staff represented AASA members on Capitol Hill and in federal agencies through participation in six education advocacy coalitions.
Conferences and Meetings
Fostering High-Quality School System Leadership

AASA delivers high-quality professional development programs to help school system leaders increase their leadership skills and discover best practices to help all students succeed. Program participants gain insight into current issues and future trends in education and school leadership.

AASA’s National Conference on Education is the largest annual meeting of public education leaders in the United States, drawing superintendents, assistant superintendents, principals, central-office staff and emerging leaders from around the country for four days of knowledge-building and networking.

In 2008, AASA hosted the National Conference on Education in Tampa, Fla., Feb. 14-17. Some 6,000 attendees gathered to build their professional competence and exchange ideas and solutions for improving public education. More than 300 companies exhibited products and services designed to meet the needs of K-12 education leaders.

The AASA Summer Leadership Institute, July 19-22, 2007, in Minneapolis, Minn., brought together school administrators and national authorities for solution oriented sessions and speakers, interactive panels and roundtable discussion forums.

The AASA Women and Emerging Leaders Conference, Nov. 9-11, 2007, in Chicago, Ill., focused on the important role of women as school system leaders. The conference provided attendees with leadership development and networking opportunities geared towards increasing their professional networks and advancing their careers.

The AASA Legislative Advocacy Conference, April 16-18, 2008, in Washington, D.C., engaged education leaders in federal policy and public education advocacy and allowed them to make their voice heard on the critical issues affecting their districts and the students they serve.

(L-R): Arizona Gov. Janet Napolitano, futurist Daniel Pink and education expert Michael Fullan addressed the 2008 National Conference on Education.
The AASA Center for System Leadership fosters, develops and supports superintendents of schools and other school system leaders who are leading the transformation of public education.

In the 2007-08 fiscal year, its third year of operation, the Center focused on creating unique and valuable professional development opportunities for superintendents and those who support the work of the superintendent. The Center:

- Held a Safe and Secure Schools Conference for school system leaders and their key resource officers in November 2007.
- Delivered a Student Achievement Workshop that focused on research and strategies for increasing student achievement.
- Presented Leading Bold Change, a program to help school leaders facilitate change in their school systems.
- Piloted an Aspiring Leaders Forum at the 2008 National Conference on Education for individuals interested in becoming school superintendents.
- Piloted Leadership Matters Virtual Seminars, a new delivery system for leadership development.
- Published The State of the American School Superintendency: A Mid-Decade Study in September 2007 and The State of the American School Superintendency: Aspiring to the Superintendency in June 2008 to give school leaders a snapshot of their profession.
- Convened the Network of Leadership Networks to harness the power of those who lead networks engaged in the transformation of public education.
- Strengthened the Executive Consultants Program by adding experienced and knowledgeable education specialists to its ranks. Executive consultants work with districts in a variety of areas, including evaluation and assessment, board relations, budget development, curriculum alignment, employee group negotiations and issues specific to rural districts.
Communications
Shaping the Dialogue on Public Education

The School Administrator
AASA’s flagship monthly magazine tackled an array of leading-edge issues confronting school system leaders, including the federal crackdown against illegal immigrants, detracking of high schools, the linkages between student health and learning, and leadership values. Theme issues drawing significant interest focused on the arts in education and globalization’s impact on K-12 education. The June issue, with essays by leading contrarian thinkers, paid tribute to departing Executive Director Paul Houston.

The magazine received the Award of Merit for the February issue on globalization in the annual publications contest conducted by the National School Public Relations Association. Advertising revenue exceeded $860,000, a record high.

Online Services

The AASA Job Bulletin at www.aasa.org is one of AASA’s most popular online services. This career tool for school leaders and employers offers free job searching and resume posting, as well as discounted job posting for AASA members.

Other popular online services include the Buyers Guide for Educators and the National Joint Powers Alliance, which help school leaders and their staff locate and save money on education-related products and services.

AASA’s award-winning monthly magazine, The School Administrator, provides big-picture perspectives on a broad range of topics in education and leadership.
Toolkits

AASA published five toolkits to help school leaders communicate important messages to key constituents:

- Back-to-School Toolkit for School Leaders
- Legislative Advocacy Toolkit
- Systems Thinking for School System Leaders Toolkit
- Liberty’s Apprentice — Public Schools: The Bedrock of Our Democracy
- Blueprints: A Guide to Public School Plans 403(b) and 457(b)

Books

In collaboration with five publishing partners, AASA released and marketed more than 25 books for school system leaders, including: What’s Worth Fighting for in the Principalship? by Michael Fullan; The State of the American School Superintendency: A Mid-Decade Study by Thomas E. Glass and Louis A. Franceschini; Data for Learning: A Blueprint for Improving Student Achievement Using Data Teams by Douglas Reeves; No Challenge Left Behind: Transforming American Education Through Heart and Soul by Paul D. Houston; Women Leading School Systems by C. Cryss Brunner and Margaret Grogan; and Turning Around Failing Schools: Leadership Lessons From the Organizational Sciences by Joseph F. Murphy and Coby V. Meyers.

Members who join the AASA Professional Library receive four leadership books per year at a significant discount.

Media Relations

AASA is a leading voice for excellence in public education. AASA employs a pro-active media relations program to influence the dialogue on education and school leadership among a wide audience. The association maintains a strong media presence in both local and national traditional and new-media outlets. In 2007-08, AASA appeared in hundreds of news outlets nationwide, including USA Today, the New York Times, the Seattle Times and the Chicago Tribune. AASA editorials were published in such publications as Education Week and the Cincinnati Enquirer. AASA leaders appeared on such broadcast outlets including “ABC World News Tonight” and National Public Radio.
Children’s Programs
Leadership To Improve the Lives of Children

AASA seeks support for programming from government agencies and foundations to facilitate leadership on health issues that affect student achievement.

The Asthma Leadership Project – Through the provision of information, technical assistance and other resources, this AASA program increases the capacity of school system leaders to keep students with asthma in school and learning. Five state administrator and school board association teams are targeted for in-depth dialogue, state coalition building and longer-term assistance. The work is supported through a cooperative agreement with the Centers for Disease Control and Prevention.

Healthy School Environments: Improving Indoor Air Quality – AASA raises awareness of the effects of poor indoor air quality on student health and achievement through a grant from the U.S. Environmental Protection Agency. The Urban and Rural Healthy Schools Coalitions facilitate networking and problem solving through which members share strategies for creating and maintaining healthy school environments in their unique positions leading very small or very large school systems.

Leadership for Healthy Communities – Leadership for Healthy Communities – With support from the Robert Wood Johnson Foundation, AASA disseminates lessons learned in healthy eating and active living and provides technical assistance to school districts on program and policy development. The association facilitates local discussions and collaboration between school system and local government leaders on these issues and works in partnership with the National Alliance of Black School Educators and the Association of Latino Administrators and Superintendents to prevent childhood obesity in African-American and Latino communities.

Beyond High School: Getting Children Ready for College, Work and Life – AASA brings together school, government and community leadership teams from across the country. These teams, funded in part by the Forum for Youth Investment and the Public Education Network, are charged with creating strong state and local partnerships to help high school students get ready for college, post-secondary training or employment.
Awards and Scholarships
Honoring Excellence in Public Education

AASA award and scholarship programs recognize excellence, profile best practices in public education and honor leaders from inside and outside the education field whose contributions have made a significant impact on the lives and learning of children. A list of AASA awards and award recipients is available on the AASA website at www.aasa.org.

- **The American Education Award** honors Americans who have distinguished themselves through excellence in any profession and who serve as a role model and teacher to others.

- **Connect-ED Leadership Through Communication Award** recognizes outstanding superintendents and public relations/communications professionals. This award is given in partnership with the National School Public Relations Association and is sponsored by Connect-Ed.

- **The Dr. Effie H. Jones Humanitarian Award** honors AASA members who champion the advancement of women and minorities in educational leadership and/or who work tirelessly to close gaps in student achievement.

- **Distinguished Service Awards** are presented to retired AASA members who exhibit exemplary leadership and enhance the profession of school administration throughout their careers.

- **Educational Administration Scholarships** are awarded to outstanding graduate students who intend to pursue the public school superintendency as a career.

- **The National Civic Star Award** recognizes school district and community partnerships that advanced student learning. The award is sponsored by Sodexho School Services.

- **The National Superintendent of the Year Program**, sponsored by ARAMARK Education, celebrates the contributions of public school leaders at the state and national levels. The 50 state finalists were honored at the National Conference on Education and at the “Leadership for Change” Forum in Denver, which was sponsored by the C.S. Mott Foundation and PMUSA.

- **The Shirley Cooper and Walter Taylor Architectural Awards** recognize vision, skill and creativity, awarding the top honors in school design.
Corporate and Strategic Alliances
Creating Connections To Benefit School Leaders

AASA engages in numerous corporate and strategic alliance programs that provide valuable resources to support the nation’s children, the association’s members and the AASA mission. These innovative programs enable AASA to offer programs and resources that address major issues facing superintendents and school communities.

A few of the results of the many unique AASA partnerships in the last year included:

• Blueprints, a toolkit created by the AASA Center for System Leadership and sponsored by AIG Retirement, AXA Equitable, Horace Mann and ING to help school systems prepare for the changes in the 403(b) and 457(b) programs.

• Support for professional development programs, including the National Conference on Education, AASA Legislative Advocacy Conference, Women in School Leadership Forum, Summer Leadership Institute, Safe and Secure Schools Conference, Leading Bold Change Workshop and Aspiring Leaders Forum.

• The National Superintendent of the Year program, which celebrated its 21st year, sponsored by ARAMARK Education.

• The AASA Center for System Leadership’s Research Roundtable Program, which gave AASA members the opportunity to meet with leading corporations and share insights regarding instructional programs, delivery systems and materials that school systems need to transform public education.

• The National Joint Power Alliance, which allows AASA member school systems to save money and staff resources on the purchase of school supplies, equipment and facility construction projects.

• “Liberty’s Apprentice,” a DVD highlighting the role public schools play in teaching democracy to our youth and creating informed citizens. With the help of Farmer’s Insurance, this presentation is being viewed by school communities across America.

• Read for the Record, Pearson’s national campaign to show support for early learning and the importance of reading with children.

Blueprints: A Guide to Public School Plans 403(b) and 457(b) included an implementation roadmap and a DVD of ready-to-use resources.
AASA Financial Statement
Year Ending June 30, 2008

In Fiscal Year 2008, AASA made a substantial investment in the future of the organization that resulted in much of the decrease in net assets reported below. This investment was made so the organization could put in place programs and services that would better serve members and that would be a driving force for increased membership in the organization. Also included in the decrease in net assets is the unrealized loss on investments due to market changes, which AASA hopes to recover in the future. Over the past three years, AASA has met its investment objectives due to strict investment policies set by the Executive Committee. In spite of the decrease in net assets, AASA ended Fiscal Year 2008 in a solid financial condition that will enable the organization to grow.

REVENUE                              TOTAL
Membership Dues .............................................. $3,576,017
Convention Revenue .......................................... $2,869,869
Programs ......................................................... $791,407
Educational Meetings ........................................ $262,458
Investment Income ........................................... $213,477
Leadership ....................................................... $492,703
Communications ............................................. $1,218,709
Awards ............................................................ $262,184
Other ............................................................. $122,394

Total Revenue .................................................... $9,809,218

EXPENSES

Program Services
Member/Affiliate Services .................................... $1,378,453
National Conference ........................................... $1,774,699
Communications ............................................. $1,580,527
Programs ......................................................... $700,339
Governance ...................................................... $668,693
Public Policy .................................................... $697,486
Educational Meetings ........................................ $152,784
Leadership ...................................................... $592,049

Supporting Services
Management Services .......................................... $2,549,029
Awards ............................................................ $247,113

Total Expenses .................................................. $10,341,172

NET ASSETS

Beginning .......................................................... $3,953,211
Ending ............................................................. $3,421,257

Change in Net Assets ......................................... ($531,954)

A more detailed breakdown is available from the finance director.
2007-08 AASA Executive Committee

President
Sarah D. Jerome
Superintendent
Arlington Heights, Ill.

President-Elect
Randall H. Collins
Superintendent
Waterford, Conn.

Immediate Past President
Eugene G. White
Superintendent
Indianapolis, Ind.

Members
Eric J. Bartleson
Jerome E. Colonna
Steven P. Crawford
Robert E. Gillum
Edgar B. Hatrick III
Judith A. Johnson
Mark F. Keen
Kathleen R. Kelley
Wilfredo T. Laboy
Randy Mohundro
Mary Moran
Barbara M. Pulliam
R. Stephen Rasmussen
Carl D. Roberts
Paul A. Shaw
Robin W. Spears
Darline P. Robles
Paul D. Houston
AASA Executive Director
(Ex Officio)
V. Wayne Young
Association of State Executives Liaison
(Ex Officio)

Current AASA Staff

Executive Staff
Daniel A. Domenech
Executive Director

Sharon Adams-Taylor
Associate Executive Director
Children’s Programs

Bruce Hunter
Associate Executive Director
Advocacy and Policy

Claudia Mansfield Sutton
Associate Executive Director
Marketing, Communications and Resource Development

C.J. Reid
Associate Executive Director
Governance and Affiliate Services

Ellen Schoetzau
Associate Executive Director
Member Services

Chuck Woodruff
Associate Executive Director
Finance and Operations

Staff
Kelly Beckwith
Denise Childs
Joya Coffman
Carolyn Conoboy
Christopher Daw
Francesca Duffy
Judith Duval
Noelle Ellerson
Kay Ferris
Kathy Foster
Evelyn Gilliam
Jay Goldman
Liz Griffin

Pei Hung
Marion Hunt
MaryAnn Jobe
Calvin Jones
George Karamihas
Marian Kisch
Mary Kusler
Julie Luetjen
Sherri Montgomery
Molly O’Neill
Nicholas Penning
Rebecca Roberts
Kim Schelling
Mlatibe Seidou
Jessica Smat
Lori Vines
Amy Vogt
Vanessa Wells
Nguyet Williams
Terry Wilson
Wendell Younce
Art Zito