STAND UP FOR PUBLIC EDUCATION:

THE Cornerstone
OF OUR FREEDOM

2005-2006 ANNUAL REPORT
The mission of the 

American Association of School Administrators 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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Letter from the President

AASA initiated the Stand Up for Public Education™ campaign in 2003 during an unsettling time when education faced much criticism and weathered call after call for major reform.

We have come a long way over the last few years. AASA has become one of the most active and responsive organizations when it comes to defending and supporting the needs of all children. Time and time again we have voiced opposition to ill-conceived ideas and quick fixes, and we have vigorously supported initiatives that put children first.

As AASA president, I continued the Stand Up for Public Education™ initiative and expanded on it by stressing that public education is the cornerstone of our freedom.

Public education has been and will continue to be the foundation of our American society. Providing a quality education for all children is one of our country’s greatest responsibilities. It is the best way to ensure that we maintain our democracy.

In support of this theme, over the past year, our national organization expanded its efforts to offer our members — the education leaders of the country — the resources and assistance necessary to provide a quality education for all children. We committed to providing school leaders the tools and skills they need to successfully implement change and continuous improvement. This report illustrates some of these exciting efforts.

Looking ahead, AASA will continue to unite education’s stakeholders — administrators, parents, community leaders, business leaders and our elected officials — to give our children the education they deserve. It is their right and our responsibility, and our freedom depends on it.

David E. Gee
AASA President, 2005-2006
I am pleased to present this report, which highlights the association’s activities and accomplishments during the 2005-2006 fiscal year. The report’s theme, “Stand Up for Public Education: The Cornerstone of Our Freedom,” truly represents our work this year.

Over the past year, AASA shared the good news about public education with the public and policymakers, and increased awareness of public education’s important role in shaping our democracy.

We supported schools and families directly affected by Hurricane Katrina through advocacy efforts and resource development.

We launched the AASA Center for System Leadership to help school system leaders meet the needs of a new generation of students and meet the goal of universal success.

We kept our members informed of important news, trends, legislative developments and policy initiatives affecting schools through a variety of cutting-edge communication vehicles. We also offered professional development tools and networking opportunities to help school leaders grow in changing times.

We grew membership and continued to integrate members into the governance of the association. We worked with our member leaders to build a strategic vision for the association and increased our non-dues revenue in support of our mission through partnerships and sponsorships.

Through all of these efforts, we strengthened the association and increased the value of AASA membership. We ended the year in a stronger position to embrace the opportunities and face the challenges that lie ahead.

We look forward to continuing our important work in the coming year. I invite you to learn more about our ongoing efforts in the following pages and on the AASA website, www.aasa.org.

Paul D. Houston
AASA Executive Director
Membership

Serving School System CEOs

AAASA members are school system leaders who are dedicated to providing the highest quality public education for all children. The association’s diverse membership includes chief executive officers and senior-level administrators from school districts in every region of the country, in rural, urban and suburban school settings.

The key membership goal for 2006 was to achieve membership stability. The Membership Department concentrated on attracting new members from underserved school leader segments using telemarketing and direct mail strategies.

AAASA welcomed more than 1,600 new members in 2005-2006, increasing the number of members to 12,069. The “aspiring school system leader” membership category grew by 11 percent.

In the coming year, AAASA will conduct and evaluate pilot membership recruitment projects targeted at superintendents and their cabinet members and superintendents in districts with fewer than 350 students.

In 2006 AAASA published an AAASA Owner’s Manual to help members get the most out of their membership.
The new AASA governance system is designed to involve the AASA membership more integrally in decisions about the critical issues facing school administrators.

Governance

Members Take the Lead

AASA is led by a 140-member Governing Board that sets the policy agenda for the association and a 23-member Executive Committee that approves the association’s program plan and budget. Six advisory committees provide input on major issues.

The 2005-2006 fiscal year was a year of change and growth for AASA governance. The Governing Board and advisory committees outlined four major goals for the association and aligned the association’s program plan and budget to these goals:

1. **Grow the organization** by increasing membership and other revenue, using resources more effectively and “telling the AASA story” better to internal and external audiences.

2. **Lead and shape the dialogue regarding the improvement of public education** by advancing the Stand Up for Public Education™ campaign, taking a proactive lead on the reauthorization of the Elementary and Secondary Education Act and advancing the primacy of the superintendent in school district leadership.

3. **Enhance the competence of the superintendent** and other school system leaders by developing and delivering high-quality professional development programs and developing new standards for school system leaders.

4. **Become the “go to” organization** for superintendents by being a primary resource for hot topics related to school leadership and providing customized support to members.
Advocacy
Championing the Cause of Public Education

AASA’s proactive advocacy efforts support public education and the interests of school leaders on Capitol Hill and in the public eye.

The 2006 legislative agenda focused on the re-authorization of the Elementary and Secondary Education Act, also known as the No Child Left Behind Act. AASA advocated for clear expectations, fairness, accuracy and transparency in the relationship between local school districts and the federal government.

In response to Hurricane Katrina in August 2005, AASA developed the first emergency assistance proposal to help districts affected by the storm and was a pivotal player in the final bill that provided assistance to impacted schools.

AASA also took a lead role in educating Congress about the need for adequate funding for federal education programs and the effect of the price spike in fuel and energy costs on school districts.

The skill and expertise of AASA staff made the association a key player in the reauthorization of the Perkins Career and Technical Education Act, designed to improve career-technical education programs and instruction; the development of bills to allow schools to claim reimbursement for providing health services to Medicaid-eligible children with disabilities; and reauthorization of the E-Rate program, designed to help schools access telecommunications and information services.

AASA reintroduced the association’s advocacy conference in Washington, D.C., in May 2006. This event gave members the opportunity to meet with key legislators and other federal officials and advocate for important policy positions. The conference received high marks from participants and exceeded revenue projections.
Stand Up for Public Education™
Supporting Our Nation’s Schools

The AASA Stand Up for Public Education™ campaign is a multiyear effort to support and defend public education. AASA developed the campaign in response to the shift in emphasis from universal access and equity to universal success for every student in public education, and to give members resources to respond to attacks on public education.

AASA members have embraced the Stand Up campaign and now cite it as a top member benefit. Hundreds of members have seen staff presentations with the Stand Up message and all members have received polling data and toolkits designed to help school leaders advance the goals of the Stand Up campaign among the public, policymakers and the news media.

In 2005-2006, AASA developed four such toolkits: a back-to-school toolkit for articulating the good news about public education; a Hurricane Katrina toolkit for advocating for assistance for districts affected by the Gulf Coast storms; a “20/20” response toolkit for speaking out against ABC-TV’s error-riddled report “Stupid in America”; and a legislative toolkit for advocating for changes in the reauthorization of the Elementary and Secondary Education Act.

AASA also monitored media coverage of education issues throughout the year and developed and distributed “punchback” letters and op-eds to media outlets and education officials in response to attacks on and misinformation about public education.

In 2006, the Stand Up campaign was recognized by the American Society of Association Executives and the Center for Association Leadership with an Associations Advance America Award in the category of citizenship and advancing democracy.
Conferences and Meetings

Effective Solutions for School Leaders

AASA provides professional development conferences and institutes throughout the year that enhance members’ knowledge and skills.

AASA’s National Conference on Education™ is the largest annual meeting of school superintendents in the United States. In 2006, nearly 7,000 conference-goers attended the three-day gathering, Feb. 23-26, in San Diego, Calif. The conference featured innovative programming, leading education speakers and networking opportunities. Nearly 330 companies exhibited products and services aimed at meeting the needs of K-12 decision makers.

The Women Administrators Conference, held Nov. 3-6, 2005, in Arlington, Va., provided more than 220 women leaders with professional development, networking and mentoring around leadership issues.

The Stand Up For Public Education Advocacy Conference took place May 9-11, 2006, in Arlington, Va. The conference engaged almost 100 school system leaders in federal policy and public education advocacy.

The Summer Leadership Institute, held July 17-20, 2005, in Hilton Head Island, S.C., brought together more than 200 school administrators and national authorities for solution-oriented sessions and speakers, interactive panels and roundtable discussion forums. Topics included leadership issues, systemic change initiatives and change management strategies.

AASA conferences and meetings offer cutting-edge ideas and solutions for school system leaders focused on school improvement.
The AASA Center for System Leadership has been extremely successful in its first year, charting a new direction for school leaders to implement systemic change efforts that will result in improved student learning.

Through its five Institutes, the Center launched many exciting initiatives over the past year, including:

- **A research study to define the “State of the Superintendency.”** The results of this study will produce a profile of the profession that will serve as a resource for school leaders and those charged with preparing and supporting school leaders. A full report of the findings will be published in early 2007.

- **A partnership with APQC** (American Productivity and Quality Center) to promote school district participation in the Process Improvement and Innovation in Education Initiative, which will provide districts with information they can use for accountability, improvement and data-driven decision making.

- **Research Roundtables**, which provide school system leaders with unique professional development programming and the opportunity to provide insights regarding the instructional programs, delivery systems and materials that school districts need to transform public education.

- **The Network of Leadership Networks**, the hub for a network of learning organizations that share the Center’s core beliefs.

- **Leading Learning**, an advanced leadership development seminar series for first-time superintendents during the second year of their terms. This initiative was developed in partnership with a consortium of AASA state affiliates.

- **The Executive Consultant Program**, which links school districts and school system leaders with nationally recognized experts in the use of systems thinking. Each executive consultant has unique expertise and offers customized consulting services and educational programs.
Communications
Spreading the Word

ASA delivers education-specific news and information through a variety of communication vehicles designed to meet the unique needs of school system leaders.

The School Administrator – ASA’s flagship monthly magazine offers essential insights and information for school system leaders. In 2006, the magazine debuted a new look, including a new typeface and brightened color palette, and new content, including a Systems Thinking column and abstracts from relevant doctoral dissertations. The magazine received editorial awards from the American Society of Business Publication Editors and the National School Public Relations Association. Advertising revenue exceeded $800,000, a record for the magazine.

ASA.org – The ASA website is regularly updated to include the latest education and association news and resources. In 2006, ASA introduced a “hot topics” section on the home page to spotlight timely resources for school leaders; an improved online ASA Job Bulletin to connect members with new employment opportunities; and an online Buyers Guide for Educators featuring education-related products and services.

The School Administrator is consistently recognized as a key benefit of ASA membership.
E-Publications

In 2006, AASA branded all e-mail communications with a consistent look and feel. E-publications included:

- **AASA Bulletin** – A concise and timely look at what’s new at AASA
- **AASA Journal of Scholarship and Practice** – A quarterly review of research and best practices in educational administration
- **The Leader’s Edge** – A monthly compendium of public education news, analysis and polling data
- **Legislative Corps Weekly Report** – A round-up of legislative and regulatory actions on Capitol Hill
- **New Superintendents E-Journal** – Quarterly advice relevant to first-time superintendents
- **News and Reminders** – A periodic update of AASA news and initiatives
- **Rural Update** – A quarterly compilation of information for rural and small schools

Media and Public Relations Activities

AASA engages in a variety of media and public relations activities to increase awareness of the association and its initiatives. Activities included promoting the association’s programs and key messages using news releases, press events, talking points and other communication tools; placing articles, op-eds and letters to the editor by association staff and elected leaders in education and news publications; responding to queries from reporters on topics related to school administration and leadership; and developing quarterly resource kits to aid member media outreach.
Program and Resource Development

Leadership for Health and Wellness

With support from government agencies and foundations, AASA conducts research and develops programs and resources on leadership issues that affect student achievement.

Promoting Asthma Wellness – AASA promotes asthma wellness in schools with support from the U.S. Centers for Disease Control and Prevention. The association disseminates asthma resources to school leaders nationwide, including Powerful Practices: A Checklist for School Districts Addressing the Needs of Students with Asthma.

Improving Indoor Air Quality – The association works to raise awareness of the effects of poor indoor air quality on student health and achievement through a grant from the U.S. Environmental Protection Agency.

Leading the Way on Healthy Eating and Active Living – AASA provides resources and information on childhood obesity to school leaders, with support from the Robert Wood Johnson Foundation. In 2006, AASA gave seven state associations mini-grants to address this issue with their local superintendents.

Fostering Effective After-School Programs – The association provides resources to help school leaders plan, implement, and sustain quality after-school programs, with support from the Charles Stewart Mott Foundation.

Funding Urgent Needs – AASA awarded small monetary grants to 11 school districts affected by Hurricane Katrina through the association’s Urgent Need Mini-Grant program. The funds paid for dental care, school uniforms, winter clothing and coats, school supplies and other necessities for children and families affected by the storm.

AASA’s Spring 2006 issue of School Governance & Leadership focused on school policy and practice in combating childhood obesity.
Awards and Scholarships
Honoring Excellence in Public Education

AASA awards recognize outstanding leaders and best practices in public education and honor people who have positively influenced children’s lives. A full list of AASA awards and award recipients is available on the AASA website at www.aasa.org.

● **The American Education Award** honors Americans who serve as role models and teachers. Marian Wright Edelman, children’s rights advocate and founder of the Children’s Defense Fund, received this award in 2006.

● **Connect-ED Leadership Through Communication Award** recognizes outstanding superintendents and public relations/communications professionals. This award is sponsored by The NTI Group Inc. and the National School Public Relations Association.

● **The Dr. Effie H. Jones Humanitarian Award** honors AASA members who have championed the advancement of women and minorities as educational leaders.

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

● **The 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 advance student learning. The award is co-sponsored by Sodexho School Services.

● **The National Superintendent of the Year Award** celebrates the contributions and leadership of public school leaders at the state and national levels. The award is co-sponsored by ARAMARK Education.

● **The Shirley Cooper and Walter Taylor Architectural** awards recognize the best of the best in school design.
Corporate Partnerships and Strategic Alliance Programs

The mission of AASA corporate partnerships and strategic alliance programs is to increase revenue to the association by establishing relationships and developing programs that benefit both the association and its partnering organizations.

The partnership programs allow corporations and foundations that have a vested interest in K-12 schools to support the association’s mission and its members, and enable AASA to offer professional development programs and other resources that keep members abreast of new developments and products in the field of education and school leadership.

As the national member organization of leaders in school administration, AASA is well positioned to give corporations access to important networks relevant to K-12 marketing. The association provides opportunities for corporate representatives to engage with school district decision-makers through such venues as:

- The National Conference on Education™, which brings together administrators and suppliers of programs, products and services for the K-12 marketplace.

- Other professional development events for school leaders, such as the AASA Women and Emerging Leaders Conference, the AASA Summer Leadership Institute and the AASA Stand Up for Public Education™ Conference.

- Governance meetings held throughout the year with the association’s Executive Committee, Governing Board and state affiliate executive directors.

- Publications, including AASA’s flagship magazine, The School Administrator, and several print and electronic publications that are sent to every school district in the country.

AASA is committed to creating and maintaining win-win relationships with its partners, and is grateful for their generous support over the past year.
## AASA Financial Statement

*Year Ending June 30, 2006*

### Revenue

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<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Membership Dues</td>
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<td>Convention Revenue</td>
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<td>Programs</td>
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<td>Educational Meetings</td>
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<td>Investment Income</td>
<td>$245,376</td>
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<td>Leadership</td>
<td>$129,450</td>
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<tr>
<td>Other</td>
<td>$1,561,509</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$9,882,645</strong></td>
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### Expenses

#### Program Services

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<tr>
<td>Member/Affiliate Services</td>
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<td>National Conference</td>
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<td>Communications</td>
<td>$1,193,349</td>
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<td>Programs</td>
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<td>Governance</td>
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<td>Public Policy</td>
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<td>Educational Meetings</td>
<td>$358,149</td>
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<td>Leadership</td>
<td>$260,908</td>
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#### Supporting Services

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<tr>
<td>Management Services</td>
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<tr>
<td>Awards</td>
<td>$305,928</td>
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**Total Expenses** | **$9,986,119**

### Net Assets

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<tbody>
<tr>
<td>Beginning</td>
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<tr>
<td>Ending</td>
<td>$6,918,253</td>
</tr>
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</table>

**Change in Net Assets** | **($103,474)**

*A more detailed breakdown is available from the finance director.*
2005-2006 AASA Executive Committee

President
David E. Gee
Assistant Professor
SUNY New Paltz, N.Y.

President-Elect
Eugene G. White
Superintendent
Indianapolis Public Schools, Ind.

Immediate Past President
Donald L. Kussmaul
Visiting Assistant Professor
University of Illinois at Springfield, Ill.

Members
William H. Adams
Eric J. Bartleson
Mark T. Bielang
Randall H. Collins
Steven P. Crawford
Robert R. Dillon
Wayne W. Doyle
J. Chester Floyd
Edgar B. Hatrick
Judith A. Johnson
Mark F. Keen
Leonard E. Merrell
Donald A. Phillips
Barbara M. Pulliam
R. Stephen Rasmussen
Roger D. Reardon
Carl D. Roberts
Kay E. Royster
Rebecca J. Vail
Paul D. Houston
AASA Executive Director
(Ex Officio)

2005-2006 AASA Executive Team

Paul D. Houston
Executive Director

Sharon Adams-Taylor
Associate Executive Director,
Program and Resource Development

R. Bruce Hunter
Associate Executive Director, Public Policy

Claudia Mansfield Sutton
Associate Executive Director,
Leadership and Communications

C.J. Reid
Associate Executive Director,
Member/Affiliate Services
The AASA Center for System Leadership is helping superintendents and other school system leaders acquire the knowledge and skills they need to use a systems approach in the transformation of public education. Explore the many resources and programs offered by the Center, including:

- Opportunities for superintendents and school system leaders to influence the design of educational products and services
- Communities providing peer support and guidance for systems thinking leaders
- Process improvement and innovation projects
- Research on topics of value to superintendents and other school system leaders
- Customized program evaluation and support services

For more information, visit www.aasa.org.