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

I am proud to report that AASA is an organization of education leaders that demonstrated true leadership over the past year.

Last spring, AASA members responded to my request to “show up, stand up, step up and speak up” for public education at AASA’s 2007 National Conference on Education in New Orleans. After the destruction and devastation of Hurricane Katrina and the negative stories about the city that appeared in newspapers nationwide, our members said a resounding “yes” to going to New Orleans for an incredible educational experience.

AASA could have moved the conference to another city, but we exercised leadership and we didn’t take the easy way out. We could have gone to New Orleans and kept to ourselves, but as educators we know what happens when people are uninvolved or indifferent. We showed up and we joined in the effort to bring back a great, historic American city.

AASA members “show up, stand up, step up and speak up” for public education every day. This demands courage and hard work. AASA’s Stand Up for Public Education campaign and the other initiatives outlined in the following pages strengthen our collective voice on behalf of the nation’s children.

We must continue to give voice to the importance of public education to the survival of our democratic way of life. We must never forget that America is great because it was the first nation that dared to educate all of its people. We must protect this precious legacy by doing everything in our power to educate all of our children and to stand up for public education in our communities.

Today our nation needs strong school leaders who are willing to put children first. AASA’s mission to support and develop school system leaders dedicated to high-quality public education for all children is more important than ever.

Eugene G. White
AASA President, 2006-07
Superintendent, Indianapolis Public Schools
Message From the Executive Director

As I approach my last year as executive director, AASA’s future is bright. I am aware that what is past is prologue and what is happening now is a precursor of positive developments to come.

Four major goals, developed by AASA members and approved by the AASA Governing Board, guided the association’s work over the 2006-07 fiscal year. The goals are an outgrowth of AASA’s new governance system, which involves members more integrally in the association’s decisions and activities. AASA’s four major goals include:

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 pro-active 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 providing a primary resource for hot topics related to school leadership and customized support to members.

You will find examples of how AASA implemented these goals in the following pages and on AASA’s website, [www.aasa.org](http://www.aasa.org). These goals will continue to guide the association’s work in the coming year.

Our major focus for the 2007-08 fiscal year will be creating the foundation to move AASA to the next level. I hope you will join us as we embark on a journey to transform AASA into a stronger association for the school leaders we serve.

Paul D. Houston
AASA Executive Director
Membership
Meeting the Needs of School System CEOs

AASA’s diverse membership includes chief executive officers and senior-level administrators from every region of the country, in rural, urban and suburban school settings. 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 strives to provide innovative, real-world solutions to those serving in the increasingly demanding and high-pressure role of school system leader.

The association’s key membership goal for the 2006-07 fiscal year was to achieve membership growth by increasing the number of new members while retaining existing members. The Membership Department communicated the value of AASA membership to school leaders nationwide and focused on attracting new members from underserved school leader segments using telemarketing and direct mail strategies.

AASA continued to conduct and evaluate a pilot membership recruitment project being offered in selected states. The project is targeted at cabinet members and superintendents in districts with fewer than 350 students.

AASA offers a variety of membership categories for current, aspiring and retired school system leaders, and professors who prepare school leaders.
Governance
Building a Collective Vision

AASA is led by a 135-member Governing Board that sets the policy agenda for the association and a 22-member Executive Committee that approves the association’s program plan and budget. Six advisory committees provide input on major issues.

In 2006-2007, the Governing Board conducted a comprehensive review of the AASA Position Statements, approved a new Statement of Ethics for Educational Leaders and adopted the following overarching AASA Belief Statements that further enhance the AASA mission statement and serve as guiding principles for the organization:

AASA Belief Statements

I. Public Education - Public education is the foundation of American democracy and is the primary vehicle for preparing each generation of adult citizens to become contributing members of a democratic society.

II. Diversity - School leaders have a responsibility to create school cultures that recognize and value diversity.

III. Conditions Under Which Children Learn - Environments conducive to learning require that all variables that influence a student’s ability to succeed should be addressed.

IV. Student Achievement - All public schools must provide a quality education for each student, which requires meeting high standards.

V. Accountability - A system of accountability that clearly demonstrates the level of progress attained by schools or school districts is essential to fulfilling our mission of increasing student achievement.

VI. Leadership - The leadership provided by superintendents is critical to the success of public school systems.

VII. Partnerships and Linkage - Building partnerships among the many stakeholders contributes to the education and well-being of our children and therefore is the responsibility of the entire community.

VIII. Governance - Boards of education and superintendents are the governing team responsible for building and maintaining a strong partnership focused on continuously increasing achievement for all students.
Advocacy
A Leading Voice for Public Education

AASA is the national voice for public education and school system leadership on Capitol Hill. AASA members consistently rate the association’s advocacy as a top member benefit.

AASA’s 2007 legislative agenda outlined a vision for a new and improved Elementary and Secondary Education Act, the law currently known as No Child Left Behind, and called for a fundamental change in the federal role in public education. AASA advocated for clear expectations, fairness, accuracy and transparency in the relationship between local school districts and the federal government.

The skill and expertise of AASA staff and the efforts of the AASA Legislative Corps, AASA’s grassroots advocacy network, made the association a key player in the reauthorization of ESEA.

AASA also took a lead role in educating Congress about the need for adequate funding for federal education programs, in particular the Individuals with Disabilities Act and NCLB.

AASA advocacy also focused on bills to allow schools to claim reimbursement for providing health services to Medicaid-eligible children with disabilities and on new proposed federal regulations eliminating reimbursement for administrative and transportation costs.

AASA voiced the concerns of administrators in small and rural school districts and began plans to launch a new network of state associations for urban superintendents.

AASA held the second annual Legislative Advocacy Conference in April 2007. School system leaders from around the country met with their legislators and other federal officials on Capitol Hill and advocated for AASA’s 2007 legislative agenda.
Stand Up for Public Education
AASA’s Campaign to Support Our Nation’s Schools

AASA’s Stand Up for Public Education campaign is a multiyear effort to help school system leaders support public education in their communities. The campaign is founded on the core belief that public education is vital to the continued success of American democracy and that leadership matters in improving outcomes for children.

The goals of the Stand Up for Public Education campaign include:

• Increasing awareness of good news about public education among the public, the news media and policymakers;
• Empowering school leaders to positively influence the dialogue about public education and respond to misinformation concerning public education; and
• Helping school leaders maintain public support so that they can continue improving education for each child.

In 2006-07, AASA gave school system leaders resources to be effective advocates for public education in their communities, including a Stand Up for Public Education Toolkit, a Back-to-School Toolkit and a Legislative Advocacy Toolkit.

AASA launched an interactive Stand Up for Public Education campaign website featuring facts about American public education and a wealth of resources to help members advance the goals of the campaign.

In addition, AASA employed a pro-active communications strategy to influence the dialogue about public education. The association monitored media coverage of education issues and responded to inaccurate attacks on public education through “punchback” letters and op-eds to media outlets and leading policymakers in K-12 education.

AASA released “The Public School Speaks,” a powerful DVD that shines a light on all that’s right with public schools today.
Conferences and Meetings
Delivering Cutting-Edge Solutions

AASA delivers high-quality professional development programs to help school 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 school superintendents in the United States. In 2007, some 5,000 attendees from across the country gathered for the conference in New Orleans, March 1-4, to build their professional competence and exchange ideas and solutions for improving public education. The conference featured innovative programming and rich networking opportunities. More than 300 companies exhibited products and services designed to meet the needs of K-12 education leaders.

During the conference, AASA organized volunteer service projects and charitable events to help New Orleans-area schools affected by Hurricane Katrina. AASA raised more than $26,000 through these efforts. The Jefferson Parish, La., Public School System gave AASA its “Good Citizen Award” in recognition of the association’s support of the school system.

The AASA Summer Leadership Institute, July 16-19, 2006, in Keystone, Colo., brought together 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 technology strategies.

The AASA Women and Emerging Leaders Conference, Nov. 9-12, 2006, in Arlington, Va., provided professional development, networking and leadership mentoring to current and aspiring school system leaders.

As AASA’s professional development arm, 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 2006-07 fiscal year, its second 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:

• **Convened the Network of Leadership Networks** to harness the power of those who lead networks engaged in the transformation of public education.

• **Expanded the Research Roundtable Program** to give school system leaders the opportunity to interact with peers while providing insights to the corporate sector regarding the instructional programs, delivery systems and materials that school districts need to transform public education and improve student learning.

• **Piloted Leadership Matters Virtual Seminars**, a new delivery system for leadership development. The Center will roll out five new virtual seminars in 2008 that will focus on key issues for superintendents, including leading student achievement, working with the board and the community, and leading staff.

• **Strengthened the Executive Consultants Program** by adding experienced and knowledgeable educational 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.


In the coming year, the Center will continue to innovate by unveiling new initiatives, including:

• A conference focused on creating and maintaining safe and secure schools;
• A partnership to provide training regarding the superintendent behaviors that have a proven direct impact on student achievement;
• A one-day skills-building training program for aspiring superintendents; and
• A program for superintendents on leading change efforts in school districts.
Communications
Reaching Out to Members and Influencers

AASA communications are designed to support the daily work of school system leaders and to lead and shape the dialogue regarding the improvement of public education.

The School Administrator
AASA’s flagship monthly magazine offers essential insights and information for school system leaders. In 2007, the magazine published well-received theme issues on gifted education, the primacy of the superintendent, professional networking and leadership of diverse schools. The magazine received the top editorial award in the magazine category and a second-place honor for AASA Executive Director Paul D. Houston’s Executive Perspective columns from the National School Public Relations Association. Advertising revenue exceeded $850,000, a record for the magazine.

Online Services
AASA leverages technology to meet member needs. In 2007, the association:

• Rolled out several new online services for members on the AASA website, www.aasa.org, that allow members to update their membership records quickly and easily and sign up to receive AASA e-newsletters;

• Launched an online Buyer’s Guide for Educators to help school leaders and their staff search for education-related products and services; and

• Introduced a new and improved online AASA Job Bulletin that allows AASA members to search job openings and post position announcements.

AASA’s award-winning monthly magazine, The School Administrator, provides big-picture perspectives on a broad range of topics in education and leadership.
**Toolkits**
In response to member demand for user-friendly tools for communicating with key constituents, AASA delivered the following toolkits to members:
- Back-to-School Toolkit
- Systems Thinking for System Leaders Toolkit
- Stand Up for Public Education Toolkit
- Legislative Advocacy Toolkit

**Publications**
AASA offers timely news and analysis tailored to the interests and needs of school system leaders. In 2007, the association:
- Launched two new e-newsletters: the *AASA Daily News*, a headline news service that provides one-stop access to education stories from news sources around the country, and *AASA Eye on the States*, a quarterly publication that helps members stay abreast of important state legislative developments.
- Redesigned two e-newsletters: the *AASA Bulletin*, which offers a concise look at the association's latest activities and initiatives, and *News and Reminders*, which highlights AASA resources for school leaders.

**Media Relations**
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 and traditional and new media outlets nationwide. In 2006-07, AASA appeared in hundreds of news outlets nationwide, including the *Boston Globe*, the *Houston Chronicle*, the *Wall St. Journal*, the *Seattle Times* and *U.S. News & World Report*. AASA editorials were published in such publications as *USA Today* and *Education Week* and AASA leaders appeared on such broadcast outlets as MSNBC Live and Bloomberg TV.
Program and Resource Development
Leadership for Healthy Students and Healthy Schools

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

The Asthma Leadership Project – AASA helps members take a leadership role on asthma management in schools through education and support of asthma-wellness policies and programs. Through funding from the U.S. Centers for Disease Control and Prevention, AASA works with state associations through the Leadership Forum for Healthy Students and Healthy Schools, holds sessions at education conferences and disseminates asthma resources to school leaders nationwide.

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. Through the Urban Healthy Schools Coalition, members share strategies for creating and maintaining healthy school environments. The new Rural Healthy Schools Coalition facilitates networking and problem solving regarding the school environment.

Leadership for Healthy Communities – AASA provides resources and information on childhood obesity to school leaders with support from the Robert Wood Johnson Foundation. In addition, AASA partners with the National League of Cities, the National Association of Counties and the International City/County Management Association to bring school leaders together with local elected and appointed officials to facilitate collaboration around local programs and policies.

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 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 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 co-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. In 2006-07, AASA held the second “Leadership for Change Forum,” which brought the 50 state winners together to deliberate on issues related to the primacy of the superintendent, student achievement and global competitiveness. A white paper from the forum was disseminated widely. The award and the forum are co-sponsored by ARAMARK Education.

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

AASA engages in corporate partnerships and strategic alliance programs that provide valuable resources to support the AASA mission. The partnership programs enable AASA to provide member services and offer programs and resources that address major issues facing superintendents and school districts. AASA’s partnerships in 2006-07:

• Supported **professional development programs** at AASA’s National Conference on Education, Legislative Advocacy Conference, Women and Emerging Leaders Conference, Summer Leadership Conference and state leadership, state affiliate, Executive Committee and Governing Board meetings.

• Gave AASA members the opportunity to meet with leading corporations and share insights regarding the instructional programs, delivery systems and materials that school districts need to transform public education. Partners in the **Research Roundtable Program** included AIG Valic, Apple, College Summit, Farmers, Follett Software, Pearson and Renaissance Learning.

• Offered AASA member school districts an opportunity to save money and staff resources on the purchase of school supplies, equipment and facility construction projects through the **National Joint Power Alliance**.

• Provided the DVD **“Freedom Song: 100 Years of African-American Struggle and Triumph”** and related lesson plans free to educators nationwide, in partnership with the Association for the Study of African American Life and History and Farmers Insurance. The DVD highlights significant milestones in the history of the African-American experience during the past century.

• Engaged school leaders in **“Read for the Record,”** a national campaign to show support for early learning and the importance of reading with children, in partnership with the Pearson Foundation. AASA members participated in the campaign activities on Aug. 24, 2006.

*AASA and Farmers distributed free copies of the “Freedom Song” DVD and lesson plans to educators nationwide.*
### AASA Financial Statement

**Year Ending June 30, 2007**

#### REVENUE

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<td>Membership Dues</td>
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<td>Programs</td>
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**Total Revenue** \[\$9,337,386\]

#### EXPENSES

**Program Services**

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**Supporting Services**

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<td>Management Services</td>
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<td>Awards</td>
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**Total Expenses** \[\$9,528,023\]

#### NET ASSETS

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<tr>
<td>Ending</td>
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**Change in Net Assets** \[\$(190,637)\]

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*A more detailed breakdown is available from the finance director.*
Investing in the Future

Executive Summary:
End of Fiscal Year 2007 Financial Report

In fiscal year 2007, the AASA Governing Board made a substantial investment in the future of the organization. The fiscal 2007 budget included a planned investment of $208,626 from the organization’s reserves. 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.

Revenue from AASA’s 2007 National Conference on Education in New Orleans fell short of budget projections. Safety and health concerns about New Orleans in the wake of Hurricane Katrina, fueled by negative press coverage of the city, had an adverse impact on conference attendance and conference revenue. However, the AASA Governing Board made a moral decision not to move the conference out of New Orleans.

As a result of the Governing Board’s planned investment in the association and in spite of the reduced attendance at the 2007 National Conference on Education, AASA ended Fiscal Year 2007 in a solid financial condition that will enable the organization to grow its services and financial worth in the coming years.
2006-07 AASA Executive Committee

**President**
Eugene G. White  
Superintendent  
Indianapolis, Ind.

**President-Elect**
Sarah D. Jerome  
Superintendent  
Arlington Heights, Ill.

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

**Members**
William H. Adams  
Eric J. Bartleson  
Mark T. Bielang  
Steven P. Crawford  
Robert R. Dillon  
Wayne W. Doyle  
J. Chester Floyd  
Edgar B. Hatrick  
Judith A. Johnson  
Mark V. Joyce  
Mark F. Keen  
Leonard E. Merrell  
Mary Moran  
Donald A. Phillips

Barbara Moore Pulliam  
R. Stephen Rasmussen  
Roger D. Reardon  
Carl D. Roberts  
Darline P. Robles

Paul D. Houston  
AASA Executive Director  
(Ex Officio)

AASA Staff

**Executive Team**
Paul D. Houston  
Executive Director

Joseph J. Cirasuolo  
Chief Operating Officer

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

Bruce Hunter  
Associate Executive Director, Public Policy

Claudia Mansfield Sutton  
Chief Communications and Marketing Officer and Associate Executive Director for Leadership

C.J. Reid  
Associate Executive Director, Member/Affiliate Services

**Staff**
Kelly Beckwith  
Denise R. Childs  
Carolyn Conoboy  
Christopher Daw  
Kathleen DeFloria  
Noelle M. Ellerson  
Kathy Foster  
Evelyn Gilliam  
Jay P. Goldman  
Liz Griffin  
Elizabeth Huh  
Marion H. Hunt  
Calvin Jones  
Julie Finnell Jones  
George L. Karamihas  
Marian Kisch  
Mary Kusler  
Kathri R. Levin  
Sherri Montgomery  
Amy Moss  
Felisa Nobles  
Molly O’Neill  
Nicholas Penning

Rebecca Roberts  
Kim Schellinger  
Matibe Seidou  
Shannon Stockton  
Ericka Turner  
Lori A. Vines  
Amy Vogt  
Vanessa A. Wells  
Nguyet Williams  
Terry W. Wilson  
Melissa Wolpert  
Wendell Younce