


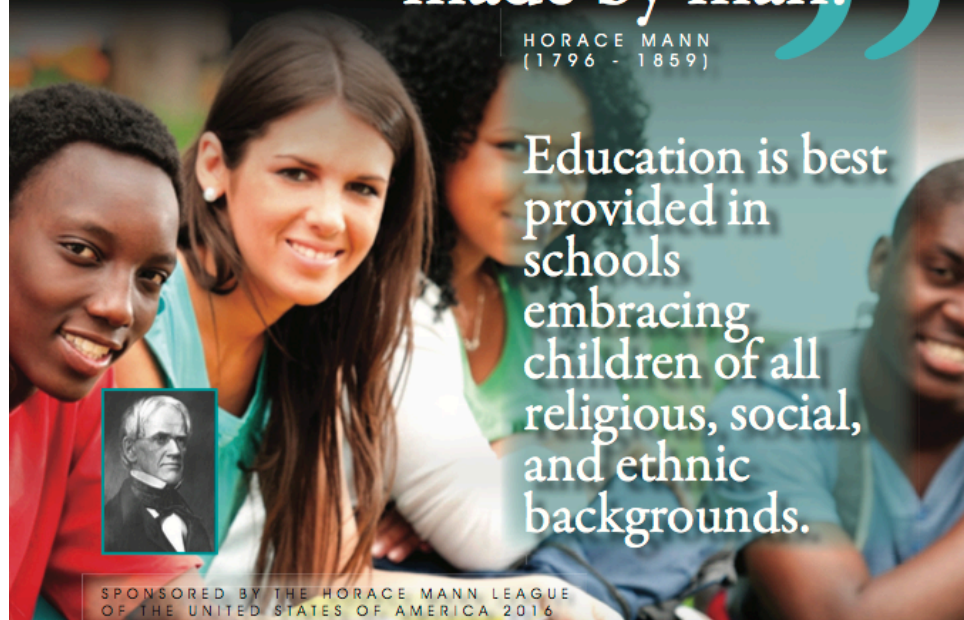
The Horace Mann League of the USA Director's Handbook

(1) A REPUBLIC CANNOT LONG REMAIN IGNORANT AND FREE . HENCE THE NECESSITY OF UNIVERSAL POPULAR EDUCATION: (2) SUCH EDUCATION MUST BE PAID FOR, CONTROLLED AND SUSTAINED BY AN INTERESTED PUBLIC: (3) SUCH EDUCATION IS BEST PROVIDED IN SCHOOLS EMBRACING CHILDREN OF ALL RELIGIOUS, SOCIAL AND ETHNIC BACKGROUND (4) SUCH EDUCATION, WHILE PROFOUNDLY MORAL IN CHARACTER, MUST BE FREE OF SECTARIAN RELIGIOUS INFLUENCE: (5) THAT SUCH EDUCATION MUST BE PERMEATED THROUGHOUT BY THE SPIRIT, METHOD, AND DISCIPLINE OF A FREE SOCIETY, WHICH PRECLUDES HARSH PEDAGOGY IN THE CLASSROOM, AND (6) THAT SUCH EDUCATION CAN BE PROVIDED ONLY BY WELL-TRAINED, PROFESSIONAL TEACHERS.

The public school is the **GREATEST DISCOVERY** made by man.

HORACE MANN
(1796 - 1859)

Education is best provided in schools embracing children of all religious, social, and ethnic backgrounds.



SPONSORED BY THE HORACE MANN LEAGUE OF THE UNITED STATES OF AMERICA 2016

Draft #3 (Sumer Board Meeting) The Horace Mann League's New Director Handbook for 2016



President,
Chris Johns-
Haines, Supt.,
Utica Comm.
Schools,
Sterling
Heights, MI.



President-elect
Martha Bruckner,
Supt. of Schs.,
Council Bluffs
Community
Schools, IA



Vice President
Eric King, Supt.
(retired)
Muncie Public
Schools,
Muncie, IN



Past President
Charles Fowler,
Exec. Secretary
Suburban Sch.
Supts., Exeter,
NH



Ruben
Alejandro,
Supt.
Weslaco
ISD,
Weslaco, TX



Laurie
Barron, Supt.
Evergreen
Schools
District,
Kalispell, MT



Evelyn
Holman, Supt.
(former) Bay
Shore USD,
Bay Shore, NY



Jeff
Charbonneau
Science
Director
Zillah Sch. Dist.,
Zillah, WA



Carol Choye,
Instructor,
(Ret.) Supt.
Scotch Plains,
NJ and
Bank Street
College, NYC



Brent Clark,
Exec
Director
Illinois
Assoc. Sch.
Admin.



Ember
Conley,
Supt. Park
City Schools,
Park City,
UT



Linda
Darling-
Hammond,
Prof.,
Stanford U.,
Palo Alto, CA.



James Harvey,
Exec. Dir.,
National Supts.
Roundtable
Seattle, WA



Steven Ladd,
Supt., (Retired)
Elk Grove USD,
Elk Grove, CA



Kevin Maxwell,
CEO, Prince
George's County
Schools, Upper
Marlboro, MD



Stan Olson,
Director,
Silverback
Learning,
Boise, ID



Steven Webb,
Supt.
Vancouver,
School District,
Vancouver, WA

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What is the Basic Information about the Horace Mann League of the USA?

The Horace Mann League Dr. Jack McKay, Executive Director
560 Rainier Lane, Port Ludlow, WA 98365 Cell: 360 821 9877 FAX: 866 389 0740
Email: jmckay@hmleague.org
Website: www.hmleague.org
HML Flipboard: <http://flip.it/GdmwJ>
HML Facebook: <https://www.facebook.com/hmleague.org/>
HML Twitter: <https://twitter.com/hmlmckay1>
HML Pinterest: <https://www.pinterest.com/jack0499/hml/>
IRS Tax ID: 47-2227740 Status: 501 (C) (3)
State of Washington: UBI# 6023-460-082
Banking: Sound Community Bank, Port Ludlow, WA #941125221
Certificate of Deposit: US Bank, 72nd Branch, Omaha, NE #3-479-5784-9263

What is the History and Mission of the League?

The Horace Mann League, founded in 1922, exists to perpetuate the ideals of Horace Mann, the founder of the American public school system. Its basic purpose and activities are to strengthen our public schools. The League's members believe that the public school system of the United States is an indispensable agency for strengthening the ideals of our democracy and the most necessary unifying and dynamic influence in American life. Accordingly, our public schools should be free, classless, non-sectarian, and open to all children of all the people. The school system should be dominated by such purposes that will insure the preparation of children and youth for effective citizenship in our democracy.

The League believes that the American tradition of separation of church and state must be preserved and should be most vigorously and zealously safeguarded. The League grants the right to special interest groups, including various religious sects, to maintain their own schools so long as such schools meet the standards defined by the states in which they are located. The League believes that these separate or non-public schools should be financed entirely by their supporters and is therefore unalterably opposed to proposals to devote public funds either to the direct or to the indirect support of private schools.

The League favors the generous financial support of the public schools by local, state, and federal funds. It believes, however that federal grants should be so made that there will be no federal control or interference in the administration, curriculum, personnel, or instructional procedures of local school.

Who is Horace Mann?

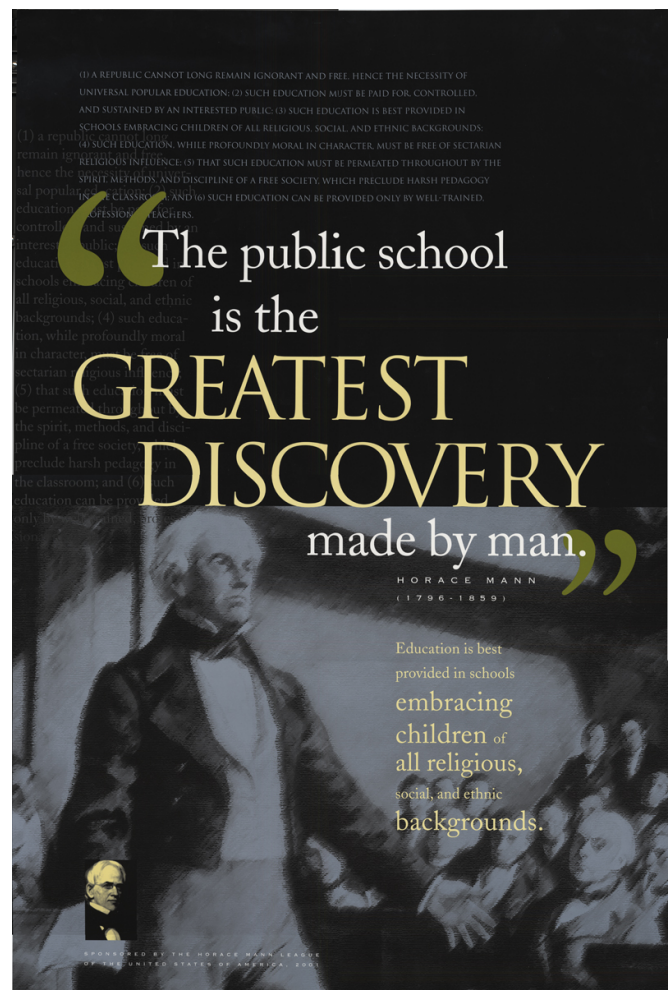
Horace Mann (1796-1859)

Horace Mann, often called the Father of the Common School, began his career as a lawyer and legislator. When he was elected to act as Secretary of the newly created Massachusetts Board of Education in 1837, he used his position to enact major education reform. He spearheaded the Common School Movement, ensuring that every child could receive a basic education funded by local taxes. His influence soon spread beyond Massachusetts as more states took up the idea of universal schooling.

Mann's commitment to the Common School sprang from his belief that political stability and social harmony depended on education: a basic level of literacy and the inculcation of common public ideals. He declared,

“Without undervaluing and other human agency, it may be safely affirmed that the Common School...may become the most effective and benignant of all forces of civilization.” Mann believed that public schooling was central to good citizenship, democratic participation and societal well-being. He observed, “A republican form of government, without intelligence in the people, must be, on a vast scale, what a madhouse, without superintendent or keepers, would be on a small one.” The democratic and republican principals that propelled Mann's vision of the Common School have colored our assumptions about public schooling every since.

Mann was influential in the development of teacher training schools and the earliest attempts to professionalize teaching. He was not the first to propose state sponsored teacher-training institutes, in 1838, he was crucial to the actual establishment of the first Normal Schools in Massachusetts. Mann knew that the quality of rural schools had to be raised, and that teaching was the key to that improvement. These developments were all part of Mann's driving determination to create a system of effective secular, universal education in the United States.



Who are the Officers and Directors of the Horace Mann League for 2016?

There are four officers, each serving a one-year term. Past practice has been that the officers will progress through the offices during four years – from Vice President to Past President. There are twelve directors, serving three-year terms.

2016 Officers:

President: Dr. Christine Johns-Haines, Superintendent, Utica Community Schools, MI ,
johnschristi@aol.com

President-elect: Dr. Martha Bruckner, Supt., Council Bluffs Community Schools, IA,
mbruckner@aol.com

Vice President: Dr. Eric King, former Supt., Muncie Schools, IN., docking2001@gmail.com

Past President: Dr. Charles Fowler, Exec. Director, Suburban School Superintendents,
Exeter, NH., leadschools@comcast.net

Directors:

Dr. Ruben Alejandro, Supt. of Schools, Weslaco ISD, TX., ralejand@wisd.us

Dr. Laurie Barron, Supt. of Schools, Evergreen SD, Kalispell, MT.,
lbarron@evergreen.k12.mt.us

Dr. Evelyn Blose-Holman, (ret.) Superintendent, Bay Shore Schools, NY,
holmanea@optonline.net

Mr. Jeff Charbonneau, Science Coordinator, Zillah High School, WA,
Jeff.Charbonneau@zillahschools.org

Dr. Carol Choye, Instructor, Bank Street College, NY, cbchoye@gmail.com

Dr. Brent Clark, Executive Director, Illinois Assoc. of School Admin. IL
clark@iasaedu.org

Dr. Ember Conley, Supt. of the Park City Schools, UT, econley@pcschools.us

Dr. Linda Darling Hammond, Professor of Education, Stanford U. CA,
ldh@stanford.edu

Dr. James Harvey, Executive Director, Superintendents Roundtable, WA,
harvey324@earthlink.net

Dr. Steven Ladd, Superintendent, (ret.) Elk Grove Unified School District, Elk Grove, CA
smladd03@gmail.com

Dr. Kevin Maxwell, CEO, Prince George's County Schools, MD, ceo@pgcps.org

Dr. Stan Olson, Superintendent, (Ret.) Boise Public Schools, ID,
solson@silverbacklearning.com

Dr. Steven Webb, Supt. of Schools, Vancouver SD, WA, smladd03@gmail.com

The Executive Director serves at the pleasure of the officers and directors on an annual term basis. Dr. [Jack McKay](#), Professor Emeritus, University of Nebraska at Omaha,

How did I get Nominated and Elected to the HML Board?

Nomination

At the summer board meeting, the officers and directors present, will create a list of potential directors for vacancies on the board. Some guidelines for consideration are the following: (1) potential leadership, (b) respected leader amongst peers, (c) initiative to recruit new board members, (d) ability and interest to attend board and annual meetings, (e) a current member and attendance at the annual meeting, and (f) willingness to contribute talents and resources towards the growth and reputation of the League.

Election

The list of potential board members is placed in priority and then narrowed down to the vacancies created by the nomination for Vice President and resignations of board members. Once the final list is determined, the Executive Director will follow-up with each individual to seek confirmation to serve. The list of nominated board members will be presented to the membership at the annual meeting for final approval.

Term

A board member, upon being elected at the annual meeting, serves a three-year term. Board members may be asked to serve an additional three-year term by the President. Those re-appointed will be presented to the members at the annual meeting for approval.

Duties

A board member is expected to fulfill the following: (a) attend winter and summer board meetings, (b) nominate a minimum of ten potential new members per year, and (c) contribute to projects and activities of the board as requested by the President.

Nomination Process

Annually, each officers and director is asked to submit the names of ten potential members. The Executive Director will follow-up with asking you if you want to sign the nomination letter (See Attachment) or be mailed on your behalf. The nomination letter (packet) includes the current HML brochure, a partially completed application, and a return envelope. This process usually takes about a one-week turnaround.

Board Meeting Attendance

The HML board usually meets twice per year. The winter meeting is held on Thursday in conjunction with the AASA National Conference. The summer meeting is usually held on the last weekend in June at a location suggested by the current president. A

board member is expected to attend at least one meeting per year, unless there are extenuating circumstances, e.g., lack of travel funds, family obligations, employment responsibilities, etc. If unable to attend, it is suggested that participation be via video or audio conferencing.

Other Duties of Directors

(See "SECTION A – ROLE OF THE BOARD OF DIRECTORS) in "League Policies"

What are the Annual Events of the HML?

Board Meetings

There are usually two board meetings per year, one the day before the annual meeting and the other during the summer months. The winter board meeting is held in conjunction with the AASA National Conference, usually Thursday afternoon from 2:00 to 4:30 pm. The summer board meeting is usually held at a location suggested by the current President and preferable on a university campus.

WINTER MEETING AGENDA

Consent Items

1. Membership by State
2. Financial Report
4. Communications Report
5. School Performance in Context
6. Funding Initiatives
7. Tax Status and Classification of Executive Director

Discussion and Action Items

1. Income and Expenditure Report for 2015
2. Corporate Partnerships
3. Nominations Committee Report
4. OTHER NEW BUSINESS
5. Summer Board Meeting -
6. The 2016 Annual Meeting Preparation

SUMMER BOARD MEETING AGENDA

1. Call to Order and Roll Call
2. Minutes of February Board Meeting
3. Minutes of the Annual Meeting
4. Selection of HML award recipients
 1. Outstanding Friend of Public Education
 2. Outstanding Public Educator
 3. Outstanding Friend of the League
 4. Past Award Recipients
5. Nomination for Vice President
6. Reappointment of Directors
7. Nomination of New Directors
8. Financial Report –
9. Membership Report
10. Status of Executive Director goals

Annual Meeting

The Annual Meeting of the Board is on the Friday of the AASA National Conference, usually at the AASA headquarters hotel. The traditional agenda for the Annual Meeting is:

Call to Order – Introduction of President	by a board member
Welcome	by the President
Distinguished Guests	by a board member
Introduction of Past Presidents	by the Vice President
Corporate Sponsors	by the President
Invocation and Luncheon	by a board member
Business Meeting	by the President
Award Presentations	
Ambassador Awards	by an officers
Friend of the League	by a board member
Outstanding Public Educator	by the person who nominated the awardee
Outstanding Friend	by the person who nominated the awardee
Panel and Questions	optional
Past Presidents Award	by the incoming president

How do we Communicate with the HML Members?

Website

The Horace Mann League website serves as an archive for the collection of basic and historical information. The website is edited by the Executive Director.

<http://www.hmleague.org/>

Tabs and Links on the HML Homepage:

About Us: Officers and Directors, HML Demographics, Purpose, By-laws, Policies, Past Presidents and Contact Us
2016 Annual Meeting Highlights
Application and Renewal form
School Performance in Context
Online Publications
Newsletters – Notes
HML Post Archives
President’s column
HML New Releases
League History and Purpose
100 Inspirational Quotes
Social Media Link

Side Bar
Cornerstone Flipboard
Horace Mann Books and Prints
HML Meetings
HML Recognitions and Awards
Recently Published Books by HML Members
HML Online Publications
Gallery of photos
Side Notes or special articles
HML Minutes

The HML Post

The Horace Man League, on a weekly basis, publishes a collection of 10 to 15 recent articles relating to public education. Topics range from research to editorials about the issues facing public education. The selection of topics is not necessarily the beliefs of the League, but rather chosen to cause discussions and debate. The Executive Director edits the HML Post. Archived copies of the HML Post are located on the HML website:

<http://www.hmleague.org/hml-weekly-post/>

HML Facebook

Recent copies of the HML Post are on the HML Facebook page:

<https://www.facebook.com/hmleague.org/>

HML Twitter

Recent copies of the HML Post are also on the HML Twitter page:

<https://twitter.com/hmlmckay1>

HML Flipboard

The Horace Mann League's Flipboard Magazine is a collection of articles and research.

<https://flipboard.com/@jmckay/education---hml-cornerstone-tv3b38ray>

HML Notes

The Horace Mann League Notes is published quarterly if finances are sufficient.

Archived HML Notes are under the tab "Newsletter-Notes" on the HML homepage,

<http://www.hmleague.org/>

What is the Status of the Membership of the League?

Members by count and position	2015 Totals	2015 Percent	2016 Totals	2016 Percent
Total current membership:				
584	584		528	
Of the total, 128 are past due	151	25.9%	128	24.2%
More than two years past due	46	30.5%	26	20.3%
Between one and two years past due	57	37.7%	35	27.3%
Less than one year past due	48	31.8%	67	52.3%
	151		128	

By Position

	Total	Percent	Level or Occupation Association	Total	Percent
Association Director	34	5.8%	Leadership	45	7.7%
Association staff	11	1.9%			
Higher Ed Administration	10	1.7%	College/University	44	7.5%
Higher Ed. Professors	29	5.0%			
Higher Ed. Retired	5	0.9%			
Superintendent	367	62.8%	District Leadership	394	67.5%
District Level Admin	27	4.6%			
Principal	13	2.2%	School Leadership	33	5.7%
Bldg. Level Admin	16	2.7%			
Teachers K-12	4	0.7%			
Legal Attorney	5	0.9%	Legal	5	0.9%
State Dept. Level	9	1.5%	State Level	9	1.5%
Corporate Partners	8	1.4%	Corporate	8	1.4%
State Legislator	1	0.2%		1	0.2%
Consultant k-12	16	2.7%		16	2.7%
Total Retired	29	5.0%		29	5.0%

Awards and Recognitions

The Horace Mann League's main purpose is to strengthen public education. One way that the League accomplishes this purpose is to recognize those who lead and promote the importance of public schools. The concept of presenting annual awards was started by Terry Grier, during his term as President in 1996. League has five major awards: The Outstanding Friend of Public Education, the Outstanding Public Educator, the Friend of the League Award, the Horace Mann League's Ambassador Award and the Past President's Award.

The Outstanding Friend of Public Education Award

The Outstanding Friend of Public Education award is presented annual to a person or organization that made a significant contribution, on a regional or nation scale, to the improvement and importance of high quality public schooling.

Past Recipients of the League's Outstanding Friend of Public Education

2016 Dr. Andy Hargreaves, Boston College
2015 Dr. Pedro Noguera, New York University
2014 Ms. Marian Wright Edelman, Children's Defense Fund
2013 Senator Mark Warner, State of Virginia
2102 Mr. Jack Jennings, Founder, Center for Public Policy
2011 Dr. Diane Ravitch, New York University
2010 Dr. Phil Schlechty, Education Consultant
2009 Dr. John Goodlad, University of Washington
2008 Ms. Wendy Puriefoy, President, Public Education Network
2007 Dr. Thomas Sobol, Commission of Education, New York
2006 Dr. Jonathan Kozol, Author and Research
2005 Joyce and Larry Stupski, Stupski Foundation
2004 Mr. Frosty Troy, Publisher, Oklahoma Observer
2003 Dr. Mary Ellen Fitzgerald, The Wallace Reader's Digest
2002 Mr. Richard Rothstein, Columnist, New York Times
2001 Mr. Al Dietzel, Vice President, The Limited Inc.
2000 Dr. Barry Lynn, Executive Director, Americans United
1999 Dr. Lew Salmon, The Milken Foundation
1998 Governor James Hunt, North Carolina
1996 Mr. Richard Riley, U.S. Secretary of Education

The Outstanding Public Educator Award

The Outstanding Public Educator Award is presented to a person or organization that has been directly involved in teaching and research related to the improvement and importance of high quality public schooling.

Past Recipients of the Outstanding Friend of Public Education

2016 Dr. Gene Glass, University of Colorado
2015 Dr. Gene Carter, Executive Director, ASCD
2014 Dr. Larry Cuban, Professor, Stanford University
2013 Dr. Thomas Pyzant, Professor, Harvard University
2012 Dr. Ken Bird, CEO Avenue Scholars
2011 Dr. Michael Kirst, Professor, Stanford University
2009 Dr. Harry Wong, Author and Presenter
2008 Dr. Carroll Johnson, Teachers College
2007 Dr. Linton Deck, Professor Peabody College
2006 Dr. Gerald Tirozzi, Executive Director, NASSP
2005 Dr. Linda Darling Hammond, Stanford University
2004 Dr. Julie Underwood, Chief Council, NSBA
2003 Dr. Ted Sanders, Pres., Education Commission of the States
2002 Dr. Gerald Bracey, Author and Presenter
2001 Dr. Paul Houston, Executive Director, AASA
2000 Dr. Jane Hammond, Superintendent, Jefferson Co.
1999 Dr. Bob Slavin, Professor, John Hopkins University
1998 Dr. David Berliner, Professor and Author
1997 Dr. Gordon Cawelti, Exec., Alliance for Curriculum
1996 Dr. Larry Lezotte, VP, Effective Schools

The Outstanding Friend of the League Award

The Outstanding Friend of the League Award may be presented to a person who has made a significant contribution in leadership or support of the Horace Mann League. This award was first presented in 2002.

Past Recipients of the Outstanding Friend of the League Award

2016 Gary Marx, Vienna VA
2015 Mark Edwards, Mooresville, NC
2014 Julie Underwood, Madison, WI
2012 Spike Jorgensen, Tok, AK
2009 Ken Underwood, Fort Pierce, FL
2006 Art Stellar, Hingham, MA
2005 Jack McKay, Port Ludlow, WA
2004 Terry Grier, Houston, TX
2003 Ken Bird, Omaha, NE
2002 Chad Wooley, Dallas, TX

The Horace Mann League's Ambassador Award

The Ambassador Award is presented annually to those members who have nominated ten or more new individuals to become members of the Horace Mann League. The first Ambassador awards were presented in 1997.

The following have received the Ambassador Award. (Name, State, Ambassador years)

Laurie Barron (MT), 1
Brent Clark (IL), 5
Richard Christie (NE), 1
Carol Choye (NJ), 3
Marcilene Dutton (IL), 1
Mark Edwards (NC), 7
Judy Ferguson (PA), 1
Charles Fowler (NH), 4
George Garcia (CO), 4
Terry Grier (OH), 2
Joe Hairston (MD), 2
Jane Hammond (CO), 3
Fred Hartmeister (TX), 1
James Harvey (WA), 3
Evelyn Holman (NY), 1
Roberta Jackson (NE), 1
Christine Johns-Haines (MI), 1
Spike Jorgensen (AK), 3
Eric King (IL),
Joan Kowal (FL), 1
Gary Marx (VA), 5
John Monahan (AK), 3
Vern Moore (IL), 1
William Novotney (IL), 1
Douglas Otto (TX), 2
Susan Purser, 1
Steve Rasmussen (WA), 6
Michael Richardson, 1
Charles Scott (PA), 1
Tom Seigel (WA), 1
Jerry Sellentin, (NE) 2
John Simpson (VA), 1
Art Stellar (MI), 13
Douglas Townsend (NE), 1
Marlies Trover (IL), 1
Julie Underwood (WI), 1
Walt Warfield (IL), 6
Colleen Wilcox (CA), 8
Dennis Woods (OH) 1

Attachment 1. Who are the Past Presidents of the Horace Mann League?

Past Presidents of the Horace Mann League

Year	President	State	Year	President	State
1922	Carroll C. Pearce	WI	1986	M. Donald Thomas	UT
1926	Payson Smith	ME	1987	Patrick T. Hoban	WA
1930	George M. Child	UT	1988	Linton Deck	NC
1931	George M Strayer	NY	1989	Jack K. Mawdsley	MI
1932	Fred M. Hunter	OR	1990	John Prasch	NE
1933	E.E. Oberholtzer	TX	1991	Ron E. Etheridge	OH
1934	H. Lester Smith	IN	1992	Robert Fortenberry	MS
1935	John K. Norton	NY	1993	Malcolm Katz	GA
1936	Ben G. Graham	PA	1994	Edna Manning	OK
1937	Millard C. Leffler	NE	1995	Paul Houston	VA
1938	John A. Sexton	CA	1996	Terry Grier	CA
1939	Willard E. Given	DC	1997	Cleve. Hammonds	MO
1940	Alexander Stoddard	RI	1998	Jane Hammond	CO
1941	L. J. Nuttall	UT	1999	Beverly Reep	OH
1942	Harold J. Benjamin	MD	2000	Kenneth Bird	NE
1944	Homer Anderson	MA	2001	Benjamin Canada	OR
1946	Howard R. Driggs	NY	2002	Arthur Stellar	MI
1947	James Edmonson	MI	2003	Larry Dlugosh	NE
1948	LE.F. Williams	OH	2004	Spike Jorgensen	AK
1950	Benjamin L. Smith	NC	2005	John Simpson	VA
1951	Mark A. Smith	GA	2006	Walter Warfield	IL
1953	Virgil M. Rogers	VA	2007	Colleen Wilcox	CA
1955	Selmer H. Berg	CA	2008	Fred Hartmeister	TX
1957	Henry H. Hill	TN	2009	Steven Rasmussen	WA
1958	Richard B. Kennan	MD	2010	George Garcia	AZ
1959	Edgar Fuller	DC	2011	Julie Underwood	MN
1960	L. Stacy Weaver	NC	2012	Mark Edwards	NC
1962	Frank W. Cyr	NY	2013	Joe Hairston	MD
1963	John L. Buford	IL	2014	Gary Marx	VA
1964	M. Lynn Bennion	UT	2015	Charles Fowler	NH
1965	Shirley Cooper	WV			
1966	T. Edward Rutter	CT			
1967	Phillip J. Weaver	NC			
1968	J. Chester Swanson	CA			
1969	Edgar W. Davis	CT			
1970	Walter L. Hetzel	IA			
1971	Eugene H. Mellon	IL			
1972	Mildred Reid	DC			
1973	George B. Brain	WA			
1974	Archibald B. Shaw	MI			
1975	Frank R. Yulo	CT			
1976	Charles H. Weaver	NC			
1977	Paul W. Rossey	NJ			
1978	W. J. House	NC			
1979	Homer O. Elseroad	CO			
1980	Kenneth H. Hansen	CO			
1981	Albert L. Ayars	VA			
1982	Orvin L. Plucker	KS			
1983	Paul A. Shelly	NJ			
1984	Floyd W. Parsons	AR			
1985	M. Anne Campbell	NE			

Executive Secretary/Director	
1922	John A. Smith
1923	John R. Kirk
1924	Robert H. Wright
1925-45	Carroll Pearce
1946-54	Joy Elmer Morgan
1955-59	E.I. F. Williams
1959-62	Benj. L. Smith
1963-71	William A. Early
1972-77	Clayton Hutchins
1977-91	Robert D. Fleischer
1992-93	Paul Rossey
1993-	Jack McKay

Attachment 2. What are the League's Articles of Incorporation?

ARTICLES OF INCORPORATION OF THE HORACE MANN LEAGUE OF THE UNITED STATES OF AMERICA, INC.

These Articles of Incorporation are executed by the undersigned incorporator for the purpose of forming a corporation under the Nebraska Nonprofit Corporation Act, Neb. Rev. Stat. §§21-1901, et seq., as follows:

ARTICLE I NAME

The name of the Corporation shall be: The Horace Mann League of the United States of America, Inc.

ARTICLE II DESIGNATION

The Corporation is a public benefit corporation.

ARTICLE III REGISTERED AGENT AND OFFICE

The address of the initial registered office of the Corporation is 500 Energy Plaza, 409 South 17th Street, Omaha, Nebraska, 68102, and the name of its initial registered agent at such address is Michael F. Coyle.

ARTICLE IV INCORPORATOR

The name and address of the incorporator is Daniel J. Guinan, 500 Energy Plaza, 409 South 17th Street, Omaha, Nebraska 68102.

ARTICLE V MEMBERSHIP

The Corporation shall have members.

ARTICLE VI PURPOSE AND POWERS

The Corporation is organized and shall be operated exclusively for

charitable, educational, and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding section of any future federal tax code (hereinafter the "Code"). To carry out its purposes, the Corporation shall have all of the powers granted by Neb. Rev. Stat. § 21-1928, as amended, and all of the powers granted by any subsequent statutory authorization. In addition, the Corporation shall have and may exercise all powers and right not otherwise denied nonprofit corporations by the laws of the State of Nebraska which are necessary, proper, advisable or convenient for the accomplishment of the purposes of the Corporation

No part of the net earnings of the Corporation shall inure to the benefit of or be distributable to its members, trustees, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in these Articles. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Sec. 501(c)(3) of the Code, or (b) by a corporation, contributions to which are deductible under Sec. 170(c)(2) of the Code.

ARTICLE VII DISSOLUTION

Upon dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all liabilities of the Corporation, distribute all of the assets of the Corporation exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Code, or to the federal government, or to a state or local government, for public purposes and as the Board of Directors shall determine. Any assets not so disposed of shall be disposed of by the County Court of the county in which the principal office of this Corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

Dated as of this 30 day of July, 2014.



Daniel Guinan, Incorporator

Attachment 3. What are the League's By-Laws?

ARTICLE I – THE LEAGUE

Section 1. Name

The title of the corporation is THE HORACE MANN LEAGUE OF THE UNITED STATES OF AMERICA, INC.

Section 2. Mission

The mission of the Horace Mann League, a patriotic and educational organization, is to advance public education. The Horace Mann League will advance public education through the following:

- Promote the importance of public education for a democracy;
- Support educational leaders in identifying and responding to practices and trends affecting public education that are inconsistent with the principles of our democracy, while encouraging those which strengthen those principles.
- Represent and communicate the value and reality of public education to executive, legislative, and judicial bodies, and to the public at large; and,
- Recruit and recognize those who advance public education.

Section 3. Offices

The League's office(s) shall be located in such place(s) as determined by the Board of Directors.

Section 4. Seal

The corporate seal of the League shall have inscribed the name of the League, the word "Incorporated," and the year of its creation (1922).

Section 5 Meetings

At the direction of the Board of Directors, the League shall hold an annual meeting and such special meetings as its Board of Directors may, from time to time, determine to be desirable. Five percent of the current total membership shall constitute a quorum for the transaction of any business at any Annual or Special Meeting of the League. The President shall call any annual meeting and such special meetings as the Board of Directors may direct. If the President shall fail to call such a meeting, the Board of Directors may direct the President-Elect to do so.

ARTICLE II – MEMBERSHIP

Section 1 – Membership

Any person shall be eligible for membership who is twenty-one (21) years of age, of good

moral character, and who shall give satisfactory evidence of loyalty to the purposes and principles of public education.

Section 2. Invitation

Membership shall be by invitation only, and shall be extended upon nomination by a current member and approval by the Board of Directors. The Executive Director shall regularly inform the Board of Directors on the status of Current Membership in the League.

Section 3. Dues

The amount of the annual dues shall be established by the Board of Directors. This amount shall be for the calendar year and shall be paid directly to the League through the office of the Executive Director.

Section 4. Special Membership

A special membership category shall be available for persons who, as members, have given outstanding service to the League and its purposes over a period of years. Such persons may be selected by the Board of Directors, and shall be referred to as Honorary Life Members. These persons shall be exempt from the payment of annual dues

Article III OFFICERS AND DIRECTORS

Section 1. Officers

The officers of the League shall be: President, President-Elect, Vice-President, and Past President, who shall be elected by the vote of a majority of the League members present at an Annual Meeting of the League, and they shall hold office for one year from the close of that Annual Meeting, or until their successors shall be elected. In case of the death or disability of any officer except the President, the Board of Directors is authorized to appoint a successor to serve for the unexpired term.

Section 2. Board of Directors

The Board of Directors of the League shall be composed of the Officers as provided for in Section 1, plus twelve Members elected for overlapping, three-year terms by the vote of a majority of the League members present at an Annual Meeting.

Section 3. Property

The Board of Directors, through the League Executive Director, shall be responsible for and be charged with the care and custody of all property belonging to the League. Provided, however, that the Board of Directors shall not have power or authority to sell, convey, lease, mortgage or otherwise dispose of real property belonging to the League without an affirmative vote of a majority of the members of said Board.

Section 4. Planning

The Board of Directors shall prepare, and cause to be executed, plans and guidelines to promote the growth and forward the purposes of the League, and shall generally look after its interests and perform such other oversight duties as may be committed to it by the League or as circumstances may require.

Section 5. Meetings

The President may convene meetings of the Board of Directors, and shall convene such meetings when requested to do so by a majority of the Board.

Section 6. Quorum

At any such called meeting, whether the meeting is held in person, electronically or some combination thereof, a quorum shall consist of a majority of the Directors including the officers. Any business may be transacted that may seem advisable to the Board and that is not reserved solely for the action of the members in an Annual Meeting by these Bylaws.

Article IV DUTIES OF OFFICERS

Section 1. President – The President shall:

- Be the presiding officer of the League and Preside at all meetings of the members, of the Directors, and of the officers,
- Have general supervision and direction of the work of the Executive Director, including the execution of contracts, agreements, orders and resolutions
- Ensure that duties and responsibilities of the officers are properly performed;
- Appoint standing or special committees when directed to do so by the Annual Meeting and/or Board of Directors,
- Take such other actions which further the work of the League, so long as those actions are not specifically reserved to the Board or The Membership through these Bylaws, and
- Be an ex-officio member of all such committees.

Section 2. Vice-President and/or President-Elect

The Vice President and/or President – elect shall

- Counsel and cooperate with the President for the promotion of the Mission of the League;
- Represent the President at events and functions when requested to do so by the President;
- Discharge the duties of President at his or her request, absence or disability; and
- Perform such other duties as may be prescribed by the Board of Directors.
-

Section 3. Executive Director

- The Executive Director shall be the chief executive officer of The League and serve on an annual appointment at the pleasure of the Board of Directors. The duties and responsibilities of the Executive Director shall be those contained within a Job Description that shall be reviewed annually and approved by the Board of Directors.
- The salary and benefits of the Executive Director, including expense reimbursements for carrying out the responsibilities of office, shall be negotiated annually by the Officers

and Executive Director and approved by the Board of Directors, subject to funding through the approval of the Annual Budget.

- The Executive Director shall serve as an *ex officio* member of the Board of Directors.
-

Section 4. Nominating Committee

The elected officers of The League, together with the Executive Director serving in an *ad hoc* capacity, shall serve as an annual Nominating Committee that shall bring to the Board of Directors for approval and submission to the Annual Meeting of The League, nominations for the offices of President, President-Elect, and Director.

Section 5. Advisory Council

The Horace Mann League Board of Directors may appoint an advisory council. The Council, which may consist of 10 to 25 individuals, shall be composed of people who could be called upon for advice and counsel on certain issues and who would be available to assist with membership promotion and recruitment, fund raising, communication, and special projects, as requested by the Board.

The Council is not a formal organization and its role is advisory, not decision-making. Following completion of a year as Past President, the immediate past president shall be invited to serve on the Advisory Council. Following initial appointments to the Council, one-third of such appointees will be considered for rotation off the Council each year so that the League might continue to gain the benefit of the advice and experience of new members of the Council.

Section 6. Gifts

All gifts and legacies for which no different use is specified by the donors and other monies may from time to time be transferred by the Board of Directors from the general fund of the League to the permanent fund.

Section 7. Investments

The Permanent Fund shall be invested in interest-bearing securities such as would be approved for that purpose by a licensed trust company. This section shall not be construed to prevent the investment of a portion of the Permanent Fund in suitable real estate to serve as a home or general office for the use of the League.

Article VI – Amendments

These Bylaws may be amended or altered by the affirmative vote of a majority of the members present at any Annual or special meeting of the members, at which a quorum is present, provided notice of the proposed alteration or amendment is contained in the notice of the meeting, sent not less than thirty (30) days before the date of the meeting at which it is proposed to consider such changes or amendments.

Attachment 4. What are the League's Policies?

THE HORACE MANN LEAGUE OF THE USA, INC.

SECTION A – ROLE OF THE BOARD OF DIRECTORS

The Board of Directors of The Horace Mann League consists of the officers of the League (President, President-Elect, Vice-President and Past-President) plus twelve Directors elected for overlapping, three-year terms elected by the membership. The Executive Director shall serve as an *ex officio* member of the Board. The role of the Board of Directors of The HML is as specified in the Constitution and Bylaws of the organization including the following:

1. Determining the location of the offices of HML
2. Convening annual and special meetings of the membership
3. Convening annual and special meetings of the Board
4. Approving appointments to membership
5. Establishing the dues for membership
6. Appointing Honorary Life Members
7. Caring for and holding all property of the HML
8. Preparing and causing to be executed plans and guidelines to promote the growth and forward the purposes of the League
9. Appointing and annually evaluating the performance of an Executive Director based upon a Job Description reviewed and approved annually
10. Determining the procedures for advertising, recruiting and screening for an Executive Director whenever there is a vacancy in that office
11. Annually establishing the salary and benefits of the Executive Director
12. Approving nominations for new officers of the League brought to it by the current officers
13. At its discretion, appointing the membership of an Advisory Council
14. Proposing for membership approval any use of the Permanent Fund of the HML
15. At its discretion, approving the establishment of any Special Funds
16. At its discretion, approving any transfer of funds from the HML General Fund to the Permanent Fund
17. Performing such other oversight duties as committed to it by the membership or as circumstances may require

SECTION B – DUTIES OF THE OFFICERS OF HML

President: The duties of the President of the HML are those as specified in the Constitution and Bylaws:

1. Be the presiding officer at all meetings of the League, the Board of Directors, or of the Officers
2. Have general supervision and direction of the work of the Executive Director, including the execution of contracts, agreements, orders and resolutions
3. Ensure the duties and responsibilities of all the officers are properly performed
4. At the direction of the Annual Meeting or Board, appoint and be an ad hoc member of any standing or special committees
5. Take such other actions that further the work of the League, so long as those actions are not specifically reserved to the action of the Board or the Membership through the Bylaws.
6. Perform such other duties as may be prescribed by the Board of Directors or as contained in the Constitution and Bylaws as duties to be performed by the Officers of the League

Additionally, the President shall communicate with the officers and, at their determination, with the membership about actions taken by the President, by other officers, or by the Board as a whole that have general interest for the members of the HML.

President-Elect: The duties of the President-Elect are those as specified in the Constitution and Bylaws:

1. Counsel and cooperate with the President for the promotion of the Mission of the League
2. Represent the President at events and functions when requested to do so by the President
3. Discharge the duties of President at his or her request, absence or disability
4. Perform such other duties as may be prescribed by the Board of Directors or as contained in the Constitution and Bylaws as duties to be performed by the Officers of the League.

Additionally, the President-Elect shall annually review the Constitution and Bylaws of the HML and recommend to the Board any amendments of such document that would clarify it or more accurately comport it with the current actions and activities of the League.

Vice-President: The duties of the Vice-President are those as specified in the Constitution and Bylaws:

1. Counsel and cooperate with the President for the promotion of the Mission of the League
2. Represent the President at events and functions when requested to do so by the President

3. Discharge the duties of President or President-Elect at his or her request, absence or disability
4. Perform such other duties as may be prescribed by the Board of Directors or as contained in the Constitution and Bylaws as duties to be performed by the Officers of the League.

Additionally, the Vice-President shall annually review the Job Description of the Executive Director and recommend to the Board any amendments of such document that would clarify it or more accurately comport it with the current duties and responsibilities of the Executive Director

Past-President: The Past-President shall:

1. Counsel and advise the President and other officers about matters related to the governance and advancement of the League
2. Participate with the other officers in their deliberations and leadership activities on behalf of the League
3. Discharge the duties of President, President-Elect or Vice-President at his or her request, absence or disability
4. Perform such other duties as may be prescribed by the Board of Directors or as contained in the Constitution and Bylaws as duties to be performed by the Officers of the League.

Additionally, the Past-President will take responsibility for soliciting suggested nominations for the office of Vice-President and any vacancies for Director. The Vice-President will share these suggestions with the other officers who, together, constitute the Nominating Committee as specified in the Bylaws.

SECTION C – ROLE OF THE EXECUTIVE DIRECTOR OF HML

The Executive Director is the chief executive officer of The League and serves on an annual appointment at the pleasure of the Board of Directors. The duties and responsibilities of the Executive Director shall be those contained within the Job Description displayed below, and shall be reviewed annually and approved by the Board.

Job Title: Executive Director

General Responsibilities: The Executive Director is the Chief Executive Officer of the Horace Mann League (HML) of the United States of America, Inc. The Executive Director is responsible for overseeing the administration of the work of the League, and, in cooperation with the Board of Directors, ensuring the organization's consistent achievement of its mission and financial goals. Other key duties, as directed by the Board, include fundraising, membership engagement and outreach.

Qualifications: The Executive Director shall:

- Have a broad background of experience related to organizational development and leadership, including significant experience in organizations and activities related to public schools
- Have excellent integrity and demonstrate good moral character
- Qualify for the issuance of a surety bond appropriate to the level of fiscal control associated with the position
- Demonstrate the ability to communicate effectively
- Skilled in the use of multiple communication media
- Submit to a criminal and financial background check appropriate to the position, as determined by the Board of Directors

Duties and Responsibilities: As the sole, and part-time, employee of the Horace Mann League, the duties and responsibilities in this job description are necessarily broad in scope. It is intended that the Executive Director will work in concert with the officers, Board, and members to see to their accomplishment and the accomplishment of any other duties and responsibilities as may be assigned by the Board of Directors.

- Works collaboratively and cooperatively with the Board of Directors in order to fulfill the mission of HML.
- Responsible for providing administrative support for HML in a manner that reinforces the organization's values, principles, vision, and mission as defined by the Board.
- Responsible for communicating with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.
- At the direction of the Board, works to identify "trends" and "horizon issues" facing educational leaders and prepare short member surveys and information briefs designed to help members respond to these trends and issues.
- At the direction of the Board, provide leadership in orienting new board members.

Financial Performance and Viability: Administers HML resources at the direction of the Board and in a manner that ensures the financial health of HML.

- Responsible for the fiscal integrity of HML by providing the Board with a proposed annual budget and monthly financial statements, which list assets, liabilities, expenditures, income, and which contain other supporting documents necessary to accurately reflect the financial status of the organization.
- Responsible for fiscal management that operates within the approved budget, ensures maximum resource utilization, and maintains the organization in a positive financial position.

- At the direction of the Board, responsible for fundraising and developing other resources, including maintaining and managing membership, necessary to support HML's mission.
- Responsible for developing and implementing procedures that ensure compliance with federal and state laws and provide the Board with an annual certification of compliance.
- Responsible for ensuring an annual review of insurance coverage provisions by a licensed insurance professional and reporting the results of such review to the Board in a timely manner, together with recommendations for any needed changes in coverage, and associated funding requirements.
- Responsible for ensuring an annual third-party audit of the League's finances, with the report thereof to be submitted directly to the Board of Directors.

Organization Mission and Strategy: Works collaboratively and cooperatively with the Board of Directors to ensure that the HML mission is fulfilled through strategic planning, membership engagement and outreach.

- Responsible under the direction of the Board for strategic planning to ensure that HML can successfully fulfill its mission into the future.
- Responsible for implementation and oversight of HML's programs that carry out the organization's mission.
- Responsible for helping the HML maintain a positive image in the country's educational community by being proactive and visible in that community, by developing and disseminating member-specific communication tools, including toolkits, the annual report, and other communication resources as appropriate and as directed by the Board.

Organizational Operations: Oversees and implements appropriate resources to ensure that the operations of HML are appropriate.

- Responsible for the effective administration of HML operations, including the maintenance of official records and documents and compliance with federal and state laws.
- Responsible for maintaining and updating an Executive Director's Handbook identifying the major tasks and specific functions of the position and associated timelines.
- At the direction of the Board of Directors, execute contracts and agreements, conduct official correspondence on behalf of the Board, and execute and maintain other documents entered into on behalf of the organization.

- Responsible for providing the Board quarterly reports regarding additions and renewals to and resignations from HML memberships and providing a list of all newly nominated members.

SECTION D – EMPLOYMENT AND EVALUATION OF THE EXECUTIVE DIRECTOR

Employment Terms: The Executive Director shall serve annual appointments at the pleasure of the Board of Directors. The compensation for the position shall be determined by the Board on an annual basis, and shall include reimbursement of reasonable travel costs incurred while conducting the business of the League.

At the beginning of each year, the Executive Director shall establish cooperatively with the Officers of the Board a set of specific job performance goals for the year ahead, which, in addition to the Duties and Responsibilities listed in the Job Description, shall be subject to an Annual Evaluation by the Officers.

The results of the Annual Evaluation shall be reported to and approved by the Board of Directors

SECTION E – FISCAL MANAGEMENT

1. The Executive Director shall serve as Treasurer of The Horace Mann League, responsible for receiving and disbursing funds in accordance with the provisions of an Annual Budget approved by the Board, or as the Executive Director may otherwise be directed by the Board.
2. The Executive Director shall annually recommend to the Board the appointment of an independent auditor to review the financial records of the League and submit directly to the Board the results of the audit of said records.

SECTION F — HML ADVISORY COUNCIL

In accordance with Article IV, Section 5, the Board may appoint an Advisory Council. The Council may consist of 10 to 25 individuals and will be composed of people who could be called upon for advice and counsel on certain issues and who would be available to assist with membership promotion and recruitment, fund raising, communication and special projects, as requested by the Board.

The Council is not a formal organization and its role is advisory, not decision-making. Following completion of a year as past President, the immediate past president shall be invited to serve on the Advisory Council. Following initial appointments to the Council, one-third of such appointees will be considered for rotation off the Council each year so that others might be appointed to share that experience.

Among possible members of the Advisory Council may be past-presidents and past Board members, recipients of HML awards, and representatives of other education or not-for-profit organizations whose counsel could be valuable to the League. The Board will depend on the contributions of the Advisory Council members as individuals. The Advisory Council will not hold regularly-scheduled meetings, will not elect officers and, as an Advisory Council, will not act as a separate governing body for the League.

Members of the Board of Directors will be asked from time to time to share the names of those who might be considered for appointment to the Advisory Council.

SECTION G – RELATIONSHIPS WITH EXTERNAL ORGANIZATIONS

Partnerships: The Horace Mann League may, in order to pursue a program or project, develop a partnership with another organization or institution. In these more formal relationships, the League recommends a partnership agreement that clearly articulates the project, an anticipated time-line, the roles of each partner, and “what’s in it” for each of the organizations. In these arrangements, how the partners are identified in printed materials and online should be clarified. If income is derived from the project, the division of it should be clearly spelled out, along with responsibility for expenses. A basic partnership agreement matrix will be developed for consideration in pursuing this approach. (When partnership agreements are developed, they will be shared with members of the HML Board for comment or concurrence. That sharing, unless in close proximity to a board meeting, would likely be handled by email.)

Collaborations: The Horace Mann League is encouraged to collaborate with other credible education and other not-for-profit organizations as they work together in common purpose. These less formal collaborations generally focus on collective expertise in getting a project developed and in pursuing mutual goals.

Sponsorships: Corporate as well as not-for-profit organizations may sponsor the League and some of its identified individual activities. Sponsorships might include support for HML in-kind programs, projects, or services or may be presented as monetary contributions. The cost of HML overhead should be considered in developing appeals or applications for this type of support. The primary benefit for a sponsor is to demonstrate corporate citizenship and social responsibility. Sponsors may be acknowledged with an appropriately worded, sized, and placed, generally one brief statement credit line. Sponsors may be recognized in an annual document and in an appropriate location on the HML web site. When appropriate, sponsor representatives may be present for the activity they have sponsored or for their support of the League and may be recognized for their support or service. At that time, they may also make short comments about their support for the League.

Contributions/Bequests: The Horace Mann League may accept monetary and in-kind contributions that contribute to the League's mission. HML may also receive bequests. Use of those contributions or bequests will be determined by the board.

Grants: HML may seek grants to complete various mission-related projects. In applying for or accepting grants, HML will consider the credibility and reputation of the source and whether it has the ability to fulfill requirements of the grant. Any such Grant Applications and Grant Awards must be approved by the Board.

Co-Marketing Arrangements: Occasionally, HML may wish to reach co-marketing agreements with publishers to offer books or similar materials for purchase from the League with a portion of sale proceeds guaranteed for the League.

Advertising/Exhibits. HML may carry advertising in its publications at rates that are pre-established for the size, nature, and frequency of the ads. If ads are carried, readers should be informed that they are viewing paid advertising. HML retains the right to accept or reject advertisements.

Distribution of Third-Party Materials: From time to time, the League may be approached about including third-party materials in a mailing or electronic distribution. An established fee may be established for this type of distribution and the fact that it is a form of paid advertising should be readily visible to the reader.

Reviews: HML may review intellectual materials, such as books, articles, web sites, etc. upon approval of specific guidelines established by the Board.

SECTION H – MEMBER COMMUNICATIONS

The Board of Directors of The Horace Mann League, a membership organization that meets together infrequently, has a responsibility to ensure regular and effective communications with and among its members in order to build a sense of community within the organization. Ongoing external communication systems should also be in place to carry important public education ideas and principles as well as news about projects, products, services and positions to external audiences.

At each annual meeting of the Board, time will be devoted to a review and evaluation of the effectiveness of current avenues of Member communication and the establishment of a Communications Plan for the year ahead

SECTION I – AGENDA PLANNING

Construction of agendas for in-person or electronic meetings of the Board of Directors will be initiated by the President, following consultation with the other officers and the Executive Director. Suggestions from other members of the Board of Directors will also be solicited following the electronic circulation of a draft Agenda at least one month prior to the date of the meeting, whenever possible.

Attachment 5. What is the League's Conflict of Interest Policy

THE HORACE MANN LEAGUE OF THE UNITED STATES OF AMERICA, INC. CONFLICT OF INTEREST POLICY

ARTICLE I PURPOSE

The purpose of the Conflict of Interest Policy is to protect The Horace Mann League of the United States of America, Inc.'s (the "Company"), a tax-exempt organization, interests when it is contemplating entering into a Transaction or arrangement that might benefit the private interest of an officer or director of the Company or might result in a possible excess benefit transaction. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

ARTICLE II DEFINITIONS

1. Interested Person

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- a. An ownership or investment interest in any entity with which the Company has a transaction or arrangement;
- b. A compensation arrangement with the Company or with any entity or individual with which the Company has a transaction or arrangement; or

A potential ownership or investment interest in, or compensation arrangement with any entity or individual with which the Company is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration, as well as gifts or

favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

ARTICLE of PROCEDURES

t. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Company can obtain, with reasonable efforts, a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine, by a

majority vote of the disinterested directors, whether the transaction or arrangement is in the Company's best interest, for its own benefit and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflict of Interest Policy

In the governing board or committee has reasonable cause in believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

- b.** If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose *an* actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

**ARTICLE IV
RECORDS OF PROCEEDINGS**

The minutes of the governing board and all committees with board delegated powers shall contain:

- a.** The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b.** The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

**ARTICLE V
COMPENSATION**

- a.** A voting member of the governing board who receives compensation, directly or indirectly, from the Company for services is precluded from voting on matters pertaining to that member's compensation.

- b.** A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly from the Company for services is precluded from voting on matters pertaining to that member's compensation.

- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Company, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

ARTICLE VI ANNUAL STATEMENTS

Each director, principal officer and member of a committee with governing board-delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the Conflicts of Interest Policy;
- b.** Has read and understands the policy;
- c. Has agreed to comply with the policy;
and
- d.** Understands the Company is charitable and, in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

ARTICLE VII PERIODIC REVIEWS

To ensure the Company operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

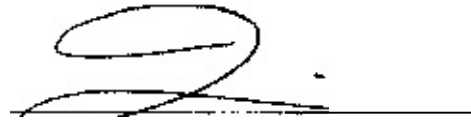
- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures and arrangements with management organizations conform to the Company's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and

do not result in inurement, impermissible private benefit or in an excess benefit transaction.

ARTICLE VIII
USE OF OUTSIDE EXPERTS

When conducting the periodic reviews as provided for in Article VII, the Company may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring that periodic reviews are conducted.

I, the undersigned Incorporator of The Horace Mann League of the United States of America, Inc., do hereby certify that the foregoing Bylaws are the Bylaws adopted by the Company on the 31st day of October 2014.

A handwritten signature in black ink, consisting of a large, stylized 'S' or 'L' shape, followed by a horizontal line extending to the right.

Attachment 6. Effective Board Meetings

The board of directors is responsible for establishing the direction of the association. In fulfilling this obligation, the board must keep its focus on the horizon. It must always be aware of the needs of the members, prospective members and external stakeholders. Decisions made by the board should be made based on information about the internal and external environment. The Consent Agenda Effective boards follow the “consent agenda” format for its meetings. This format allows the board to properly review and accept the delegated work of the committees and focus its attention on the broader philosophical and policy issues challenging the career and technical education profession and the association.

What is a consent agenda?

A consent agenda is an automatic approval agenda. It is used for two projects—to speed routine items that are always approved by the board without discussion and to approve items that have already been delegated by the board to committees, task forces or staff. Items placed on the consent agenda are those that do not require board discussion. It assumes the board of directors has done its homework and reviewed the information prior to the meeting.

What can be included on a consent agenda?

There is no limitation as to what can be included on a consent agenda. Realistically, only those items that do not require board discussion (as described above) should be included. Items that are routinely included by associations are approval of minutes, officer reports, staff reports and committee reports. Items that require approval of motions by the board, but are routine (i.e., approval of division/region reports), can be included.

How does the consent agenda work?

One of the first items of business at the board of directors meeting is the approval of the consent agenda. Those items that have been included in the consent agenda will be listed in the overall meeting agenda. Approval of the consent agenda implies approval of all items included. For example, a committee has submitted a new purpose description for board approval, and this request is part of the committee report placed on the consent agenda. The approval of the consent agenda carries with it the approval of the new purpose. In Roberts Rules of Order, this is referred to as “general consent.” Under these conditions, the method of general consent can be used either to adopt a motion without the steps of stating the question and putting the motion to formal vote, or it can be used to take action without even the formality of a motion.

What if a board member does not agree with an item on the consent agenda?

Any item can be taken off the consent agenda and placed as a separate item on the meeting agenda. Prior to approval of the consent agenda, the president will ask if there is any item that a board member wishes to discuss. If so, that item will be moved to the regular agenda.

Why use a consent agenda?

By putting routine and delegated items for quick approval, the board can spend its time discussing policy and strategic issues that demand its attention. It also allows the board to have

ample time to thoroughly discuss those issues that are sensitive or controversial in nature. The consent agenda also facilitates the organization's desire to streamline the decision-making process and include a greater number of members in the planning and implementation of programs and services.

Board Strategic Issue Discussion

Effective boards operate on the knowledge-based decision-making principle. This enables an association to move from political model of decision-making to a more rational model based on information and insight. The knowledge-based philosophy of governance enables the board to fulfill its role of setting the strategic direction for the association and remain focused on the future. To be a knowledge-based organization, the board must continuously address four essential bases:

1. Sensitivity to member needs and views
2. Foresight about the profession
3. Insight into capacity and strategic position
4. Awareness of ethical implications

The board should spend a considerable portion of its meeting time exploring issues of strategic importance to the association and the career and technical education profession. Through the use of dialogue and deliberation, the board explores the four essential knowledge-based questions before taking any action. A strategic issue can be explored over several meetings without action taken. The discussions look at the issues from a number of perspectives and often raise more questions than answers. Questions are researched and additional data is provided to the board as the discussion continues. Decisions are based on information and insights. Decisions are made only when they evolve naturally by discussion and have been reached through board consensus.

(Source: ACTE Handbook)

Attachment # 7. Annual Activities of the Executive Director

January

- Confirm speakers will be attending Annual Meeting
- Confirm meeting places for board and Annual Meeting
- Promote registration for Annual Meeting
- Order plaques for awardees, Ambassadors, and Past President
- Update board of financial and membership status
- Send tickets and receipt for Annual Meeting payment
- Annual Meeting Program to printer
- Monthly billing letter for annual dues – follow-up with renewal packet

February

- Assemble board packets for “Winter” board meeting
- Confirm luncheon count with hotel
- Annual Meeting programs printed
- Compose minutes of board and Annual Meeting
- Send draft minutes to President for approval
- Update website with information of Annual Meeting
- Update website of change of officers and directors
- Update board of financial and membership status
- Monthly billing letter for annual dues – follow-up with renewal packet
-

March

- Thank you notes to Awardees
- Thank you notes to board members helping at Annual Meeting
- Preliminary draft of summer board meeting agenda to President
- Confirm arrangements for summer meeting location and lodging
- Update board of financial and membership status
- Monthly billing letter for annual dues – follow-up with renewal packet
-

April

- Update summer board meeting agenda for distribution to officers and directors
- Confirm possible tour of university campus, if appropriate
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status
-

May

- Confirm those attending the summer board meeting
- Confirm dinner arrangements at summer meeting with corporate sponsor
- Update board of financial and membership status

- Confirm summer board meeting agenda with President
- Print and assemble summer meeting board packets
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status

June

- Confirm meeting, dinner and those attending summer meeting
- Summer board meeting agenda packet assembled
- Compose minutes of summer meeting with President
- Follow-up with nominated new directors (New Members Handbook)
- Follow-up with selected awardees for Outstanding Friend, Outstanding Educator, etc.
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status

July

- Confirm HML Annual Meeting with AASA Office
- Confirm lodging travel arrangements for awardees
- Follow letters to new directors
- Follow-up letters to Annual Meeting awardees
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status

August

- Compose draft of winter meeting agenda for the President
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status

September

- Update draft of winter meeting agenda
- Compose draft of Annual Meeting agenda and Program
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status

October

- Follow-up on Awardees travel and lodging arrangements
- Confirm Annual Meeting menu and cost per person
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status

November

- Create winter edition of HML Notes about Annual Meeting and Registration
- Arrange HML Notes for printer and mailing
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status

December

- Finalize Annual Meeting agenda and program
- Send tickets and receipt for Annual Meeting payment
- Monthly billing letter for annual dues – follow-up with renewal packet
- Update board of financial and membership status.

Attachment #8 Nomination Letter

Example

April 25, 2016

«Last» «First»
«Address»
«City», «State» «Zip»

Dear «Last»,

Charles Fowler, Executive Director of the Suburban School Superintendents Association and Past President of the Horace Mann League, is pleased to nominate you for membership in the Horace Mann League of the USA. The HML is an honorary society of leaders in public educators who are committed to sustaining and improving a high-quality public education system for all students. This historic and prestigious national organization was founded in 1922 to reinforce the beliefs of Horace Mann that strong public schools are a foundation of our democracy.

Recent activities of the League have included presentations at education conferences and recognition of organizations and individuals such as Dr. Andy Hargreaves for the 2016 “Outstanding Friend of Public Education” and Dr. Gene Glass for the 2016 “Outstanding Public Educator” award. Our promotion and publications, such as the weekly *HML Post*, includes news, research, and ideas for strengthening public education. You can find even more about HML at our web site, www.hmleague.org and our Facebook page at <https://www.facebook.com/hmleague.org/>.

Our members are among the most distinguished and dedicated public education leaders anywhere. Spanning generations, they are an inspiration for all of us who are committed to the idea and the ideals of public education. **We hope you will consider joining this organization of leaders in public education.**

As a new member you will receive an attractive poster commemorating the contributions of Horace Mann; a copy of Horace Mann’s book, *The Art of Teaching*; and a framed membership certificate. I hope you consider Christine’s nomination as a special and professional honor.

Sincerely yours,

Jack McKay, Executive Director