

The Horace Mann League of the USA 2017 Winter Board Meeting

New Orleans Hilton Riverside Hotel
Two Poydras St. New Orleans
Thursday, March 2, 2017, 2:00 pm to 4:30 pm
Newberry (3rd floor)

2016-17 officers and Directors



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



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



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



1st Past President: Charles Fowler, Exec. Dir., Suburban Sch. Supts., Exeter, NH



Ruben Alejandro, Supt. Weslaco ISD, Weslaco, TX



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



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



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



Carol Choye, Supt. of Schools (ret.) Scotch Plains, NJ



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



Linda Darling-Hammond, Professor, Stanford University, CA



Evelyn Holman, Supt (ret.) Bay Shore Schools, NY



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. of Schools, Vancouver, School District, Vancouver, WA



Jack McKay, Exec. Dir. Horace Mann League, WA

Roll Call

President: Christine Johns-Haines (MI) yes

President-elect: Martha Bruckner (IA) yes

Vice President: Eric King (IL) yes

Past-President: Charles Fowler (NH) yes

Directors

Ruben Alejandro (TX) yes

Laurie Barron (MT) yes

Jeff Charbonneau (WA) no

Carol Choye (NJ) yes

Brent Clark (IL)

Ember Conley (UT) yes

Linda Darling-Hammond (CA) no

James Harvey (WA) yes

Evelyn Holman (NY) yes

Steven Ladd (CA)

Kevin Maxwell (MD) no

Stan Olson, (ID) yes

Steven Webb (WA) no

Guests:

David Berliner (AZ) yes

Lisa Parody (AK) yes

Kevin Riley (NE) no

Consent Agenda

As recommended at a recent meeting of the Board, items that represent routine business of the Board (e.g. acceptance of minutes, acceptance of reports, etc.) are being lumped together under a single action item in order to expedite the conduct of new and high priority business. Any member of the Board who wishes to question an item on the Consent list can simply make that request of the Chair and it will be removed from the Consent Agenda and voted on separately.

Table of Contents

Proposed Consent Items.....	4
Minutes – June 25, 2016, Washington, DC	4
Financial Report.....	7
2016 Year End Report	7
Corporate Partnerships.....	10
Membership and Recruitment Report.....	10
New Members by the year	10
New Members per year.....	11
Legal Compliance Report	11
IRS Compliance	11
State Compliance	11
Communications Report	11
HML Post.....	11
HML website	11
HML social media.....	12
Nominations Committee Report	12
Officers	12
Directors.....	12
Executive Director’s Handbook.....	13
Routine Activities	15
Event Activities.....	15
Discussion Agenda.....	21
Media Project – Evelyn Holman.....	21
Proficiency Project – James Harvey	22
Corporate Partnership – Christine Johns.....	22
Recruitment Plan – Christine Johns.....	22
2017 Financial Budget proposal	22
2016 Revenues and Expenditures	22
Proposed 2017 Revenues and Expenditures	24
Executive Director’s Contract for 2017.....	25
Recommended Motion.....	28
Summer Board Meeting for 2017 – Martha Bruckner.....	29
Days and Date.....	29
Location or Online Conference.....	29
Tentative Agenda.....	29
Annual Meeting Preparation.....	29
Addressing Issues Confronting Public Education.....	30
The Strategic Planning Documents.....	31
Strategic Planning Session - June 26, 2010 – Chicago.....	31
The Strategic Planning Document 2014	37

Proposed Consent Items

Minutes – June 25, 2016, Washington, DC

The Horace Mann League of the USA

Minutes of the HML Board meeting on Saturday, June 25, 2016

Washington, DC, Howard University Law School, Houston Hall

Present: Christine Johns-Haines, Martha Bruckner, President-elect, Laurie Barron Gary Hairston, Ember Conley, James Harvey, and Jack McKay

Meeting called to order by Dr. Johns-Haines at 9:00 am

Motion to approve the Minutes of the February 11, 2016, made by Laurie Barron, seconded by James Harvey. Passed.

Items on the “Consent Agenda” were accepted.

1. Financial and Membership information
2. New members for 2016
3. Amici Brief – Schwartz v. Lopez

Action Items

1. New Board Member’s Handbook. Reviewed and accepted as a living document.
2. Reviewed the Strategic Planning document
 - Current membership
 - Current communications
 - Each board member will provide the names of ten potential members each year.
3. James Harvey presented a draft review of the use of “proficiency” as a means of measuring student achievement. Major points:
 - a. Proficiency standards are meaningless and bogus as a method of measuring student achievement.
 - b. Proficiency conveys a misleading implication of grade level standards.
 - c. Not a question of the value of Common Core standards.
 - d. The test score results or metrics are questionable measures of student assessment or attainment of benchmark standards.
 - e. We are not questioning the standards, but rather the metrics used to measure the outcomes of students or schools.
 - f. Current proficiency standards are not grade level standards.
 - g. Bruckner’s three points
 - a. Understand proficiency implies
 - b. Each state’s methods of assessment creates inconsistency
 - c. Metrics must include more than tests
 - h. What are our talking points?
 - a. Keep the standards
 - b. Define or replace the word “proficiency”

- c. The standards are not the issue, rather it is finding a way to accurately report the results of the assessment of students in reaching or exceeding the standards (or benchmarks).
 - i. Current use of the word “proficiency” are producing inaccurate information about student achievement and the quality of the public schools in the United States.
- 4. Media project: Evelyn Holman has proposed a quarter page ad about the Horace Mann League in the New York Times Magazine section. Comments of the draft proposed:
 - a. Image be of contemporary kids, showing diversity
 - b. Show date of Horace Mann’s quote about the “Greatest Discovery.”
 - c. Use upper and lower case.
 - d. Replace “less” with “a lower”
 - e. Spell out source of the quote about the US spending on education.
 - f. Delete the request to join, rather the link to the HML website.
 - g. Consider adding the Thomas Jefferson quote
 - h. At top, change “Protect” to “Preserve” public education
 - i. At bottom, add to Horace Mann League “of the USA.”
 - j. Use black lettering on white background.
- 5. Term Limits: Moved by Laurie Barron, seconded by James Harvey, to table the item.
- 6. Corporate Partners: After discussion, the following was decided:
 - a. Create levels of support
 - i. Presentation Level: \$10,000 (includes banner, 5 luncheon tickets, opening presentation opportunity at luncheon, plaque, logo on all HML publications, programs, website and weekly blogs
 - ii. Platinum: \$5,000: (includes smaller banner, 4 luncheon tickets, introduction, plaque, at luncheon, logo on programs, website and weekly blog.)
 - iii. Gold: \$3000: (includes 3 luncheon tickets, introduction at luncheon, logo on program, website and weekly blog.)
 - iv. Silver: 2000, (Includes 3 luncheon tickets, introduction, plaque, website and weekly blog.)
 - b. Executive director will create a letter regarding the corporate partner concept, the levels of participation, the on-going partnership plan, and background of the League (history, purpose, membership numbers, regional representation, etc.).
 - c. Each board member is to identify and make initial contact with one potential corporate partner (name of company and contact name).
- 7. Horace Mann League – 100 years
 - a. Board members are to suggest those to be involved
 - b. James Harvey to develop and share ideas at the 2017 board meeting.
- 8. Annual Meeting day and time. Agreed to maintain time and day, e.g., noon on Friday of AASA conference. Registration price is similar to AASA luncheons, e.g., \$75.00.
- 9. Ambassador Awards: First Ambassador award to be a plaque, subsequent ambassador awards to be certificate.
- 10. Nomination of officers:
 - a. Vice president: Dr. Laurie Barron
- 11. Nomination of Directors
 - a. Lisa Scales Parody, Alaska Association of School Administrators (Barron)

- b. Gene Glass, University of Colorado ()
- c. David Berliner, Arizona State University-Emeritus (McKay)
- d. Andy Hargreaves, Boston College (McKay)
- e. Julie Mead, University of Minnesota (McKay)
- f. Steve Norton, Superintendent – Utah (Conley)

12. Awards:

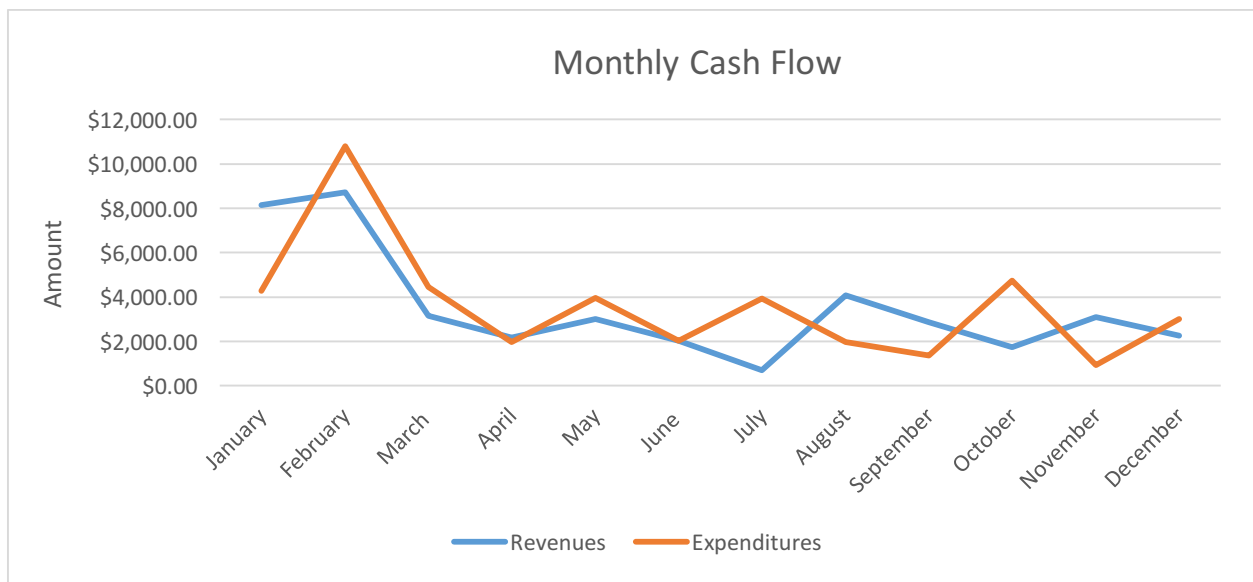
- a. Outstanding Friend of Public Education
 - i. Jon Henricks, Discovery Communications (Haines)
 - ii. Richard Bagin, NSPRA (McKay)
- b. Outstanding Public Educator
 - i. Yong Zhao, University of Oregon (Hines)
 - ii. Mike Usdan, Institute for Educational Leadership (Harvey)
- c. Outstanding Friend of the Horace Mann League
 - i. Charles Fowler, Suburban School Superintendents

13. Executive Director's "To Do" List.

- a. Create Corporate Partner letter
- b. Contact and work with Jim Harvey on the "Proficiency" project
- c. Send "Thank You" letter to Kevin Maxwell and Steve Webb for service on the HML Board.
- d. Send information to Evelyn Holman about the media project.
- e. Add logos of current corporate partners to website and weekly blogs.
- f. Confirm contact person with awardees.
- g. Confirm contact person and follow-up with nominated directors.
- h. Contact and work with Jim Harvey on the 100 Year project.
- i. Send "Thank You" letter for hosting the HML Summer meeting to Dawn Williams, Dean of the School of Education, Howard University
- j. Send "Thank You" letter to Joe Hairston for arranging meeting at Howard University.

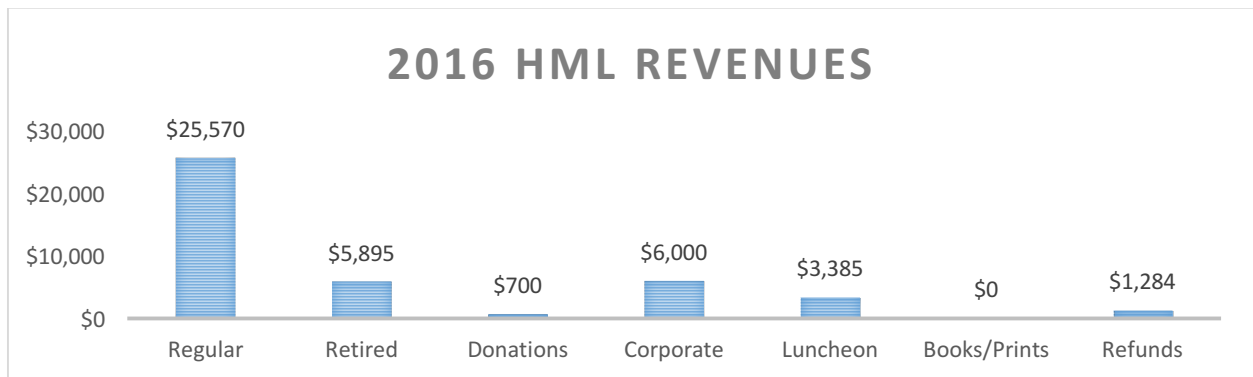
Financial Report
2016 Year End Report

2016	Start Bal.	Revenue	Expenses	Ending Bal.
January	\$4,957.20	\$8,154.57	\$4,285.05	\$8,826.72
February	\$8,826.72	\$8,703.95	\$10,781.73	\$6,748.94
March	\$6,748.94	\$3,152.00	\$4,456.49	\$5,444.45
April	\$5,444.45	\$2,186.81	\$1,969.65	\$5,661.61
May	\$5,661.61	\$3,011.31	\$3,968.45	\$4,704.47
June	\$4,704.47	\$2,025.88	\$2,042.54	\$4,687.81
July	\$4,687.81	\$700.00	\$3,932.52	\$1,455.29
August	\$1,455.29	\$4,075.00	\$1,970.13	\$3,560.16
September	\$3,560.16	\$2,870.00	\$1,373.82	\$5,056.34
October	\$5,056.34	\$1,748.40	\$4,740.27	\$2,064.47
November	\$2,064.47	\$3,098.40	\$942.80	\$4,220.07
December	\$4,220.07	\$2,260.00	\$3,015.26	\$3,464.81
Totals		\$41,986.32	\$43,478.71	



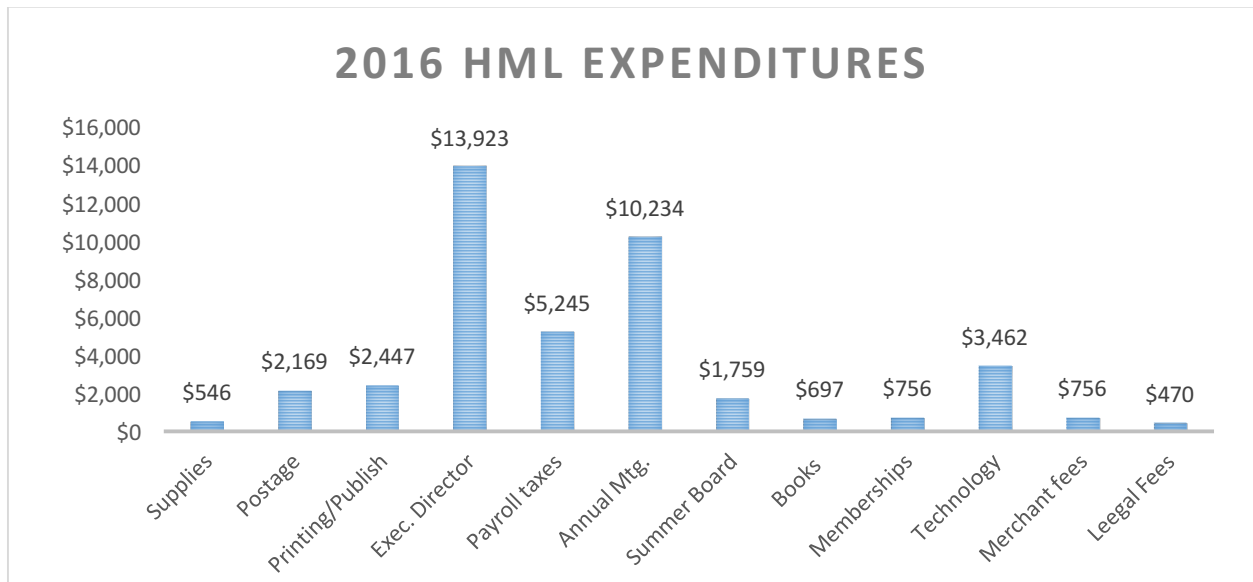
2016 HML Revenues

2016 HML Revenues			
Revenues	Actual 2015	Proposed 2016	Actual 2016
Beg. Bal.	\$7,202	\$4,957	\$4,220
Regular	\$25,160	\$29,000	\$25,570
Retired	\$4,950	\$5,000	\$5,895
Donations	\$1,455	\$2,000	\$700
Past Pres.	\$1,850	\$0	\$0
Corporate	\$4,000	\$6,000	\$6,000
Luncheon	\$2,405	\$4,000	\$3,385
Books/Prints	\$5,554	\$4,500	\$0
Refunds	\$1,014	\$0	\$1,284
Total	\$47,206	\$50,500	\$47,054



2016 HML Expenditures

Budget Area	Actual 2015	Proposed 2016	Actual 2016
Supplies	\$1,421	\$1,500	\$546
Postage	\$2,436	\$2,500	\$2,169
Printing/Publish	\$3,467	\$3,000	\$2,447
Exec. Director	\$15,000	\$20,000	\$13,923
Payroll taxes	\$2,675	\$2,600	\$5,245
Annual Mtg.	\$9,402	\$9,000	\$10,234
Summer Board	\$1,222	\$5,000	\$1,759
Books	\$3,449	\$3,000	\$697
Memberships	\$816	\$800	\$756
Technology	\$3,618	\$1,000	\$3,462
Merchant fees	\$765	750	\$756
Legal Fees	\$194		\$470
TOTAL	\$44,465	\$49,150	\$42,464



Corporate Partnerships

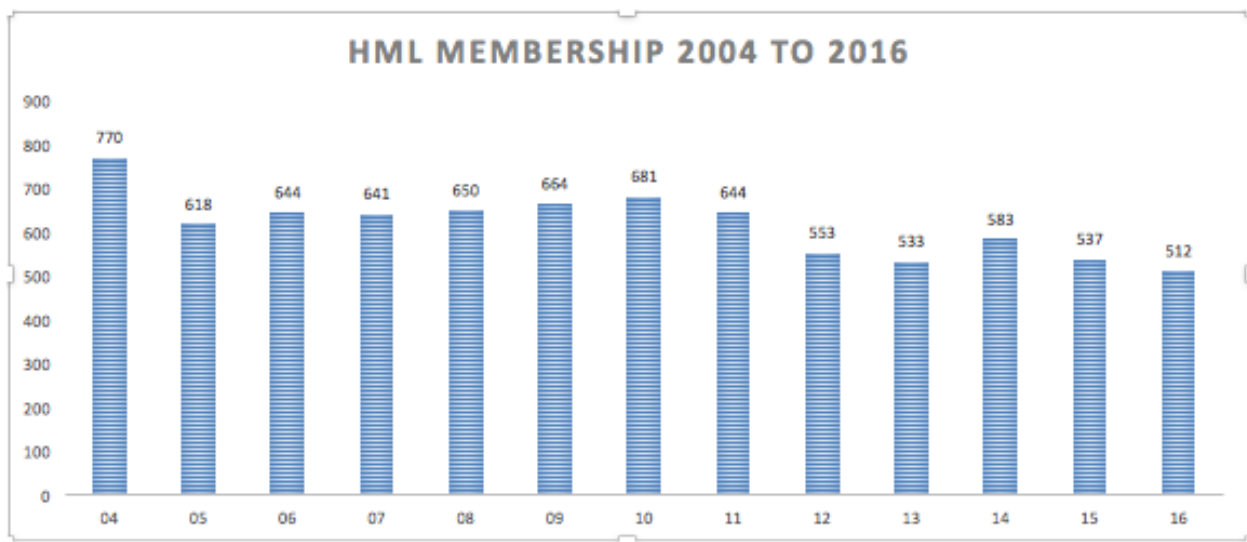
Formal agreements have been signed with Discovery Education and The Horace Mann Insurance Company, each for three years, at \$5,000 per year. Each “Gold” Partner received a full page ad in the Annual Meeting program, placement of a banner at the meeting, ten luncheon tickets and a logo in the HML Post and other HML publications.



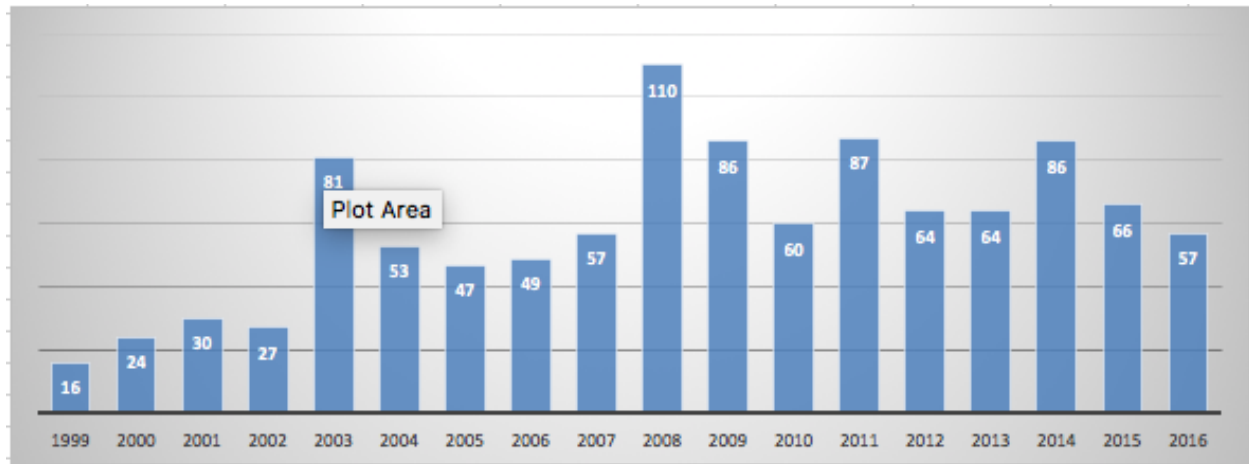
Membership and Recruitment Report

a. Progress Report

New Members by the year.



New Members per year



Legal Compliance Report

IRS Compliance

All legal and financial requirement have been complied with during the 2016 year.

State Compliance

2. All legal and financial requirement have been complied with during the 2016 year.

Communications Report

HML Post

Archives are located at:

<http://archive.constantcontact.com/fs168/1109485758145/archive/1122626050737.html>

There were 52 postings of the HML Post. East issues contained between 10 and 15 articles or research topics. Average readership increased from an average of 34 percent to around 42% each week. The preparation time for each issue is between 8 and 12 hours per week, (e.g., review and selection of articles and research items, editing and design, testing and mailing, etc.)

HML website

- a. www.hmleague.org

The HML website is designed as an archive of HML events and activities. Maintenance of the website is done periodically as needed. There are 234 pages linked through 23 major menu items.

HML social media

The weekly HML Post is currently linked to



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

Twitter: <https://twitter.com/hmlmckay1>

Linkined:

Nominations Committee Report

Officers

<p>President</p>  <p>Dr. Martha Bruckner, Superintendent Council Bluffs Comm. Schools (IA)</p>	<p>President-elect</p>  <p>Dr. Eric King, Superintendent (retired) Muncey School District (IN)</p>	<p>Vice President</p>  <p>Dr. Laurie Barron, Superintendent Evergreen School District, Kalispell, (MT)</p>	<p>Past President</p>  <p>Dr. Christine Johns- Haines, Supt., Utica Community Schools (MI)</p>
---	---	--	---

Directors

<p>New Director</p>  <p>Dr. David Berliner, Emeritus Professor, Arizona State University, AZ</p>	<p>New Director</p>  <p>Dr. Kevin Riley, Supt. of Schools, Gretna Community Schools, NE</p>	<p>New Director</p>  <p>Dr. Lisa Skiles-Parady, Executive Director, Alaska School Administrators Association, AK</p>
---	--	---

Possible contents of the Executive Director's Handbook

July 2014 - February 2017

Table of Contents

Proposed Consent Items.....	4
Minutes – June 25, 2016, Washington, DC	4
Financial Report.....	7
2016 Year End Report	7
Corporate Partnerships.....	10
Membership and Recruitment Report.....	10
New Members by the year	10
New Members per year.....	11
Legal Compliance Report	11
IRS Compliance	11
State Compliance	11
Communications Report	11
HML Post.....	11
HML website	11
HML social media.....	12
Nominations Committee Report	12
Officers	12
Directors.....	12
Executive Director's Handbook.....	13
Routine Activities	15
Event Activities.....	15
Deposits.....	19
Invoices.....	19
Billings.....	19
Bank statement reconciliation.....	19
Data base.....	19
Revenue sources.....	19
Expenditures	19
Membership database maintenance	19
Membership renewal packet	19
Nomination packet.....	19
HML Post.....	19
HML Notes	20
HML Website.....	20
HML Blog.....	20
HML Flipboard.....	20
Discussion Agenda.....	21

Media Project – Evelyn Holman.....	21
Proficiency Project – James Harvey	22
Corporate Partnership – Christine Johns.....	22
Recruitment Plan – Christine Johns.....	22
2017 Financial Budget proposal	22
2016 Revenues and Expenditures	22
Proposed 2017 Revenues and Expenditures	24
Summer Board Meeting for 2017 – Martha Bruckner.....	29
Days and Date.....	29
Location or Online Conference.....	29
Tentative Agenda.....	29
Annual Meeting Preparation.....	29
Addressing Issues Confronting Public Education.....	30
The Executive Director’s Annual Evaluation.....	Error! Bookmark not defined.
The Executive Director shall:	Error! Bookmark not defined.
The Strategic Planning Documents.....	31
Strategic Planning Session - June 26, 2010 – Chicago.....	31
The Strategic Planning Document 2014.....	37

Routine Activities

Daily activities

- Sort mail,
- Make bank deposits,
- Update membership database,
- Follow-up on correspondence, emails, prints and book orders,
- Search and select articles for the **HML Post**

Weekly activities

- HML Post** creation for the week, select articles, images, links and design the week's edition.
- Print renewal letters, certificates, labels for mailing renewal letters and packets to new members.
- Email new member's sponsor copy of "welcome" email.
- Take HML mail to post office – renewal packets, new member's packet, etc.
- Package books and prints for mailing, including invoice.

Monthly activities

- Report to the Officers and Directors about financial status, membership status, nominations,
- Update database of overdue and currently due members,
- Merged database into renewal letters, print, collate and mail renewal notices – around 125 to 150 letters each month.

Quarterly activities

- Create **HML notes** and arrange for printing and mailing.
- Update database on revenues and expenditures.
- Send propose draft agenda and background information to the President about upcoming board meeting.

Annual activities

- Check with attorney about IRS forms, e.g., 990, being timely filed
- Ensure the officers and directors of compliance with all federal and state regulations
- Provide documents supporting all compliance requirements
- Redesign the HML Membership certificate and seek approval of president
- Arrange for printing of membership certificate
- Update the HML brochure as needed
- Arrange printing of HML brochure and application (750)
- Sustain communications between committee chairs and officers as needed
- Ensure "inclusive" communications within and between the officers and directors

(See following board and annual meeting sections below)

Event Activities

Board Meetings

Summer board meetings

Prior to the meeting

- Seek consensus on dates of meeting
- Seek consensus on location
- Negotiate and select lodging based on location to airport, price, meeting room, meals
- Sign contract for lodging and meeting room arrangements with hotel
- Survey officers and director about attending meeting

- f. Arrange reservations for individual rooms for those attending
- g. Follow-up with confirmation numbers for those attending – back to those attending
- h. Maintain communication with hotel for additions and cancelations
- i. Arrange for refreshments as needed
- j. Create draft of board meeting agenda for the President's edits
- k. Revise draft agenda(s) for President's final approval
- l. Send agenda to officers and directors board agenda
- m. Print agenda booklet for board meeting at local print services
- n. Create a board members packet – name plate, agenda, brochure, expense form
- o. Re-check for meeting rooms, refreshments, setup, etc., a week for before meeting
- p. Follow through on requests for guest speakers, tours, etc.
- q. Select a guest speaker/host, a tour guide and other arrangements as needed
- r. Arrange for luncheon, if appropriate, with billing arrangements
- s. Arrange for dinner by corporate sponsor
- t. Determine locations for luncheon and dinner
- u. Arrange or take photos when appropriate of board
- v. Arrange for gifts for host and corporate sponsor with engraver
- w. Arrange for audio-visual equipment as needed – screen, projector, etc.
- x. Create a PowerPoint format for the meeting

At the board meeting

- a. Inspect meeting room before board meeting for set up and AV equipment
- b. Welcome board members and distribute board packets
- c. Take minutes of board meeting
- d. Present information as needed during the meeting
- e. Assist the President and board members as needed

Follow-up after the meeting

- a. Write up the minutes and send to the President for approval
- b. Distribute and post draft minutes on website (<http://www.hmleague.org/>)
- c. Send checks to board members to offset travel expenses, as requested
- d. Pay invoices or lodging and gifts
- e. Send “thank you” notes to presenters, guests, and others who helped
- f. Follow-up letter to nominated board members
- g. Collect progress reports on special committee projects from chairs
- h. Distribute progress reports to board members
- i.

Winter Board Meeting

2. Prior to meeting

- a. Seek consensus on awardees – Outstanding Friend, Outstanding Educator, etc.
- b. Seek consensus on two speakers or a keynote speaker
- c. Seek consensus on board meeting time and length, e.g., 2-3 hours
- d. Follow-up with board members who nominated awardees to confirm acceptance
- e. Send letter to board nominees about role and expectations of a HML board member
- f. Negotiate and select lodging based on location re: price, meeting room, meals
- g. Sign contract for meeting room(s) arrangements with hotel

- h. Make reservations for two awardees at convention hotel
- i. Survey officers and director about who is attending board meeting
- j. Create draft of board meeting agenda for the President's edits and additions
- k. Revise draft agenda(s) for President's final approval (See attachment #4)
- l. Send agenda to officers and directors board members
- m. Print agenda booklet for board meeting at local print service provider
- n. Create a board members packet – name plate, agenda, brochure, expense form
- o. Re-check for meeting rooms, refreshments, setup, etc., a week before meeting
- p. Arrange for audio-visual equipment as needed – screen, projector, etc.
- q. Create a PowerPoint format for the board meeting

At the winter board meeting

- a. Inspect meeting room before board meeting for set up and AV equipment
- b. Welcome board members and distribute board packets
- c. Take minutes of board meeting
- d. Present information as needed during the meeting
- e. Assist the President and board members as needed
- f. Take photos as needed

Follow-up after the meeting

- a. Write up the minutes and send to the President for approval
- b. Distribute and post draft minutes on website
- c. Pay invoices for meeting space, refreshments, etc.
- d. Send “thank you” notes and photos to awardees, presenters, and others who helped
- e. Distribute list of ad-hoc committees along with purpose, outcomes, timeline, chairs and members
- f. Collect progress reports on special committee projects from chairs
- g. Distribute progress reports to board members

Annual Meeting and Luncheon

Prior to the annual meeting

- a. Arrange for board meeting room with refreshments with convention hotel
- b. Confirm list of board members attending
- c. Arrange for annual meeting room and menu with convention hotel
- d. Negotiate annual meeting-luncheon menu, price, and AV equipment (add 30% for gratuity, taxes, and fees)
- e. Arrange for reference to HML annual meeting in AASA program
- f. Arrange and confirm lodging and travel arrangements, as needed for awardees
- g. Send letters to past corporate sponsors to ensure continued contribution
- h. Arrange for awards for awardees, ambassadors, corporate sponsor, past president's with engraver, including shipping to meeting hotel
- i. Design and arrange for printing and mailing of post card or newsletter promoting the annual meeting to members
- j. Promote the annual meeting on the HML website and HML Post
- k. Arrange to have large HML display shipped to annual meeting hotel
- l. Set up data base for registration – who paid, amount paid, guests,

- m. Print and mail tickets to members who registered for luncheon
- n. Confirm with officers and board members about introductions, invocation, and presenters
- o. Create draft program for annual meeting – agenda, bio of awardees, list of officers, past awardees, past presidents, with photos
- p. Send draft program to President for edits and eventual approval (See Attachment #5)
- q. Arrange for printing of annual program – usually 4 to 6 pages
- r. Create a news article for the Convention Reporter about awards and elections
- s. Confirm travel and lodging arrangements for “Friend of” and “Outstanding Educator” awardees
- t. Print table signs for corporate sponsors and awardees for seating
- u. Print registration list and “on-site” registration form
- v. Arrange to have board members help put up large HML display
- w. Arrange to have board members at door to check in registered members
- x. Arrange for board members to greet corporate sponsors and show seating
- y. Arrange for board members to be greeters at the door.

During the annual meeting

- a. Inspect annual meeting room for placement of podium platform, speaker system, AV equipment and screen, name places on tables, greeters, registration table at door, programs distributed, etc.
- b. Put up the HML display
- c. Arrange for location and access to awards to be presented near podium
- d. Confirm with hotel food managers about meal distribution timing
- e. Take photos as appropriate to be included in HML Notes, website, and HML Post
- f. Ensure seating for late arrivals
- g. Ensure presenters and speakers stay on schedule for 1:30 adjournment

Follow-up after the annual meeting

- a. Collect checks, on-site registration forms, credit card information
- b. Arrange to have board members help take down the HML display
- c. Arrange to have the HML display shipped back to executive director
- d. Confirm with hotel food service about number of meals served
- e. Write up draft minutes for the President’s review and approval
- f. Distribute draft minutes to board members and HML website
- g. Include awardee information, election results in other highlights in the next HML Post and place on the HML website with appropriate photos
- h. Update list of recipients of HML awards, revise officer and director lists, past president’s list, and gallery photos on the HML website
- i. Send invoices to members registered for luncheon, but not paid
- j. Enter credit card numbers into HML account for those paying by credit card
- k. Send “thank you” notes with photos to those who helped with the meeting
- l. Send check for meeting room, meals, awards, printing and mailing services
- m. Send checks to awardees for travel and lodging expenses, if appropriate
- n. Update website (<http://www.hmleague.org/>) with related stories, photos, and links that feature the annual meeting

Financial Activities

Deposits

Usually three times per week, deposit checks at bank

Invoices

Usually paid the same day as received

Billings

End of month, usually 125 letters about dues sent to past due members - information from data base merged with dues letter, printed, labels printed, return envelope placed on outgoing stamped enveloped.

Bank statement reconciliation

End of the month, check bank statement with deposit slips.

Data base

(Excel) maintenance of revenues and expenditures done every month.

Revenue sources

Regular members, retired members, friends, donations by members, sale of books and prints, corporate sponsors, and luncheon

Expenditures

Supplies, postage, printing, executive director, annual meeting, summer meeting, books, display shipping, association memberships, and technology services

Membership Activities

Membership database maintenance

Last name, first name, address, city/state/zip, dues date, year joined, sponsor, last update date, dues paid, donation paid, district website, email address, last degree earned at, current professional position. Data available on other related spreadsheets: corporate sponsors, nominations by officers and directors, luncheon registrations by year, past presidents, terms of officers and directors, membership list for mailings, deleted membership list, membership by state, revenues by source by year, expenditures by category by year, new members by year, and/or any combination of data. (Specific data in merged to the dues letter.)

Membership renewal packet

Letter of renewal with database merge, 8x11 certificate merged, labels merged, brochure, and return envelope (usually 10 – 15 per week). New members are mailed a framed certificate. Send email “Welcome to the League” with copy to sponsor.

Nomination packet

Letter of nomination merged from database, stamped return envelope, brochure, and addressed and stamped envelope. Mailed to person nominated for signature.

Check and update basic information, renew dues date, and date of membership update.

Publication and Engagement Activities

HML Post

Daily, search for relevant articles and research about public education. Link relevant articles to Flipboard (<http://flip.it/N7qdS>). Using Constant Contact email services, enter article title, author, and source. Highlight title and link to original source. Write or copy a relevant paragraph that best describes the contents of the 7 to 10 featured articles and

inset the into HML Post. Select and post an appropriate political cartoon at the end of the selected articles. Usually, the day before emailing the titles and descriptions of the article, select the group to be emailed and schedule the emailing of the HML Post. Include relevant images that related to each article or research report. Include a section of the HML Post to promote HML books, prints, or coming events. Also, include the officers and directors. Update the HML Post archives each week.

HML Notes

Quarterly, edit a series of articles around a relevant theme, e.g., legal issues, church – state issues, educational issues, etc. Usually 6 to 8 pages, with images, list of officers and directors, coming events, highlights from recent HML events. Arrange for editing, printing, and mailing to the membership. Post HML Notes on HML website and menu..

HML Website

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

Weekly, review and update the HML website. Design and update sections of the website. Current contents: welcome message, officers and directors, by-laws, minutes of past 19 years of board meetings, list of awards and awardees for past 18 years, recent and future events, application form, HML Post archives, annual photo gallery, about Horace Mann, videos related to the HML, collection of educational cartoons, recently published books by board members, link the **HML Cornerstone** on Flipboard, list of Horace Mann schools, featured publications by the HML, and archive of HML Notes.

HML Blog

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

An archive of research articles and editorials. Link articles to original source.

HML Flipboard

<http://flip.it/N7qdS>.

Cornerstone, an online magazine featuring articles and research related to public education. Daily updates of relevant research and articles.

Discussion Agenda

Media Project – Evelyn Holman

Originally planned to have a whole or half-page ad in the New York Times. Modified to be a half page add in the New York Times Book Review section.

Currently, the New York Times add has been suspended for the following reasons:

- a. Lack of agreement on the contents and purpose of the ad
- b. Agreement that the ad may convey the League’s wealth even though paid for by the Holman Foundation.

New (Past) Proposal – Jack McKay

Another idea discussed in the past has been a full-page ad in either the New York Times, Washington Post, USA Today or regional new papers. The add would have a quote by Horace Mann, e.g., (“The cornerstone of democracy is the public school” or “The greatest invention by man is the public school.”) about the importance of public education along with a list of contributors or supporters of the statement.

A full-age add would cost approximately \$100,000, may less, depending on color and day of the week.

The goal would be to raise \$100,000 for the ad. Cost per individual could be:

\$25 per person or 4000 participants ($25 \times 4000 = \$100,000$).

\$50 per person or 2000 participants ($50 \times 2000 = \$100,000$).

If the goals is not reached, the money would be returned to the participants.

The subtle message of the campaign could be that you really should be listed in in this ad if you believe in public education.



Proficiency Project – James Harvey

100 Year Anniversary Project – Laura Barron and James Harvey

I think marking the 100th anniversary of the founding of HML is very important, so I'm pleased it's on our planning horizons. But I don't think you need put anything on the New Orleans agenda about it, beyond the fact that we're aware of this and starting to think about it. The anniversary won't arrive until 2022.

I would think serious planning for this can easily be placed on hold until perhaps 2019 or even 2020. Anything we do between now and then is likely to be wasted energy and all of us have lots of pressing and immediate things to worry about right now.

Corporate Partnership – Christine Johns

Contacts and subsequent agreements have been reached with Discovery Education and the Horace Mann Insurance Company.

Contact was also made with Life-Touch (School Photography) and Jeff Allen. It was indicated that Life-Touch is already committed to other national school associations.

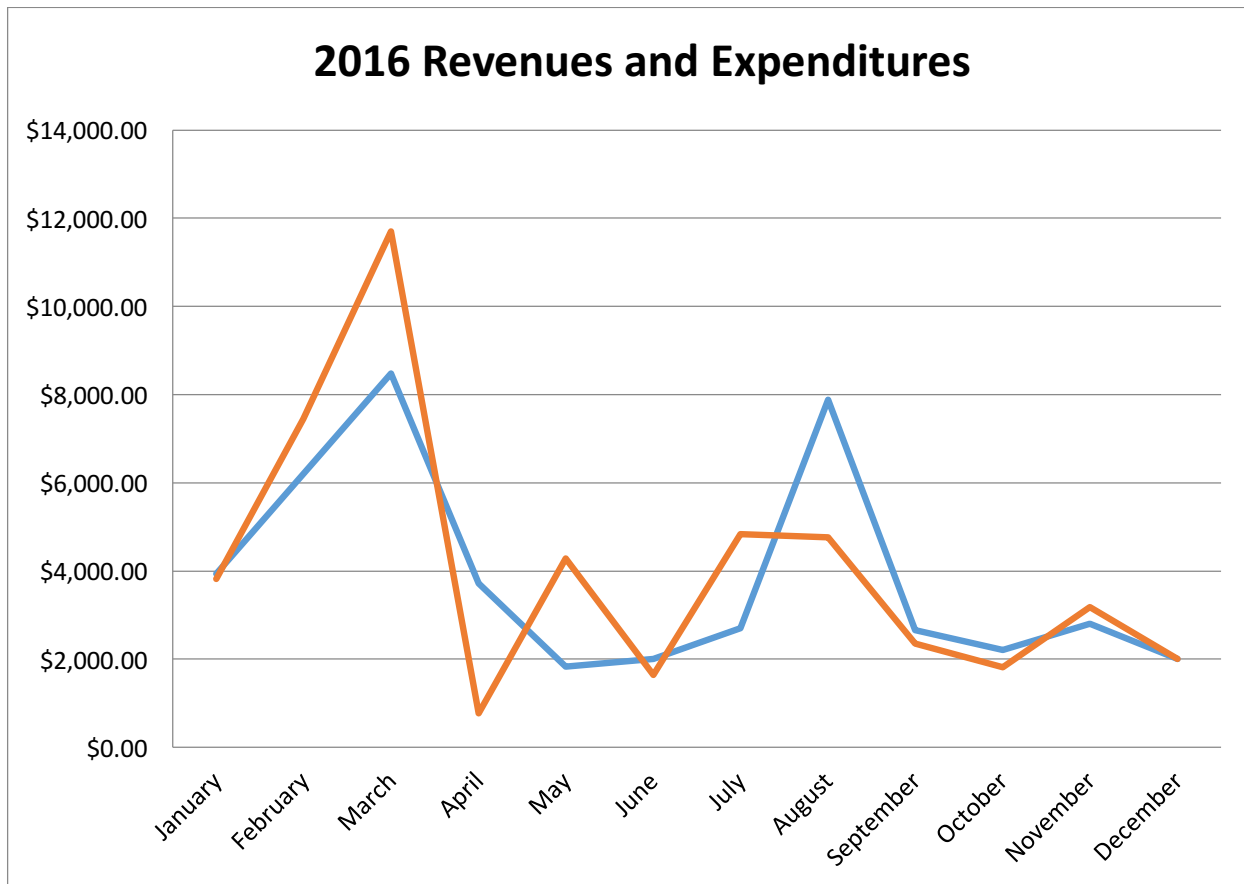
Recruitment Plan – Christine Johns

The idea of five nominations per officer and board member has had good results. Of the 16 officers and board members, seven have provided names.

2017 Financial Budget proposal – 2016 Revenues and Expenditures

2016	Start Bal.	Revenue	Expenses	Ending Bal.
January	\$4,957.20	\$8,154.57	\$4,285.05	\$8,826.72
February	\$8,826.72	\$8,703.95	\$10,781.73	\$6,748.94
March	\$6,748.94	\$3,152.00	\$4,456.49	\$5,444.45
April	\$5,444.45	\$2,186.81	\$1,969.65	\$5,661.61
May	\$5,661.61	\$3,011.31	\$3,968.45	\$4,704.47
June	\$4,704.47	\$2,025.88	\$2,042.54	\$4,687.81
July	\$4,687.81	\$700.00	\$3,932.52	\$1,455.29

August	\$1,455.29	\$4,075.00	\$1,970.13	\$3,560.16
September	\$3,560.16	\$2,870.00	\$1,373.82	\$5,056.34
October	\$5,056.34	\$1,748.40	\$4,740.27	\$2,064.47
November	\$2,064.47	\$3,098.40	\$942.80	\$4,220.07
December	\$4,220.07	\$2,260.00	\$3,015.26	\$3,464.81
Totals		\$41,986.32	\$43,478.71	



Proposed 2017 Revenues and Expenditures

2017 Proposed Revenues

HML Revenues			
Revenues	Actual 2015	Actual 2016	Proposed 2017
Beg. Bal.	\$7,202	\$4,220	\$3,465
Regular	\$25,160	\$25,570	\$25,500
Retired	\$4,950	\$5,895	\$5,500
Donations	\$1,455	\$700	\$500
Corporate	\$4,000	\$6,000	\$10,000
Luncheon	\$2,405	\$3,385	\$4,000
Books/Prints	\$5,554	\$0	\$0
Refunds	\$1,014	\$1,284	\$0
Total	\$47,206	\$47,054	\$48,965

Budget Area	Actual 2015	Actual 2016	Proposed 2017
Supplies	\$1,421	\$546	\$1,000
Postage	\$2,436	\$2,169	\$2,250
Printing/Publish	\$3,467	\$2,447	\$2,500
Exec. Director	\$15,000	\$13,923	\$17,000
Payroll taxes	\$2,675	\$5,245	\$5,000
Annual Mtg.	\$9,402	\$10,234	\$9,000
Summer Board	\$1,222	\$1,759	\$2,500
Books	\$3,449	\$697	\$500
Memberships	\$816	\$756	\$750
Technology	\$3,618	\$3,462	\$3,500
Merchant fees	\$765	\$596	\$900
Legal Fees	\$194	\$470	\$500
TOTAL	\$44,465	\$42,305	\$45,400

Proposed Motion:

Moved by _____, seconded by _____ to approved the proposed 2017 revenues and expenditures (as amended).

Executive Director's Contract for 2017.

AGREEMENT

By and Between

THE HORACE MANN LEAGUE OF THE UNITED STATES OF AMERICA, INC.
(Tax ID No. 52-6054490)

and

DR. JACK MCKAY
560 Rainier Lane, Port Ludlow, WA 98365

The Horace Mann League of the United States of America, Inc. (hereinafter "The League") hereby employs Dr. Jack McKay (The Executive Director) and R Executive Director accepts such employment to serve as Executive Director of The League for the period January 1, 2015 through December 31, 2015.

For all professional services rendered by The Executive Director in said role, the details of which are contained in the attached Description of Executive Director Duties, The League agrees to pay The Executive Director the sum of \$20,000, to be paid in equal installments on the last day of each month, beginning January 31, 2017. The League will also reimburse The Executive Director for necessary and reasonable expenses authorized by The League and incurred in the conduct of these responsibilities, upon presentation of receipts or other documentation, in an amount which shall not exceed \$1,500 during the aforementioned time period.

The Executive Director will report regularly to the President of The League, or another officer designated by the President, on the progress in discharging the aforementioned Executive Director Duties.

It is the intention of this Agreement to secure the personal services of The Executive Director, Dr. Jack McKay, and no substitution of services will be permitted without the explicit, written authorization of The League.

Due to the current uncertainty of The League's revenues and expenditures, this Agreement may be terminated by either party upon thirty days' written notice, and may also be modified to provide for changes in the duties of by Executive Director and/or the payment of additional fee by The League only upon the written agreement of both parties.

In witness whereof the undersigned have set forth their signatures this ____ day of February 2017.

Board of Directors

The Horace Mann League of the United States of America

By _____ By _____
Dr. Jack McKay President

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

EXECUTIVE DIRECTOR'S RESPONSIBILITIES

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.

Duties and Responsibilities: The duties and responsibilities in the Executive Director's work 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 which 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.

Other Duties and Responsibilities: Performs such other tasks as are necessary for the success of The League and its goals and programs.

Executive Director's Evaluation and Extension of Contract

AUTHORIZATION FOR BOARD ELECTRONIC RATIFICATION OF THE ANNUAL EVALUATION OF THE EXECUTIVE DIRECTOR AND ANY CONTRACT EXTENSION FOR March 1, 2017-February 28, 2018.

Recommended Motion

That the Officers of The Horace Mann League be authorized to complete an Annual Evaluation of the Executive Director for 2017, as provided for in Section D of the Policies of the Board of Directors, subsequent to the Annual Meeting, and to submit such Evaluation and any associated extension of employment Agreement to the Board of Directors by electronic ballot.”

An annual evaluation of The Executive Director, as required by Board of Director Policies, not having been completed at this time, it is requested that the officers be empowered to complete said evaluation and bring the results to the Board of Directors for approval subsequent to this meeting.

Summer Board Meeting for 2017 – Martha Bruckner

Days and Date

Location or Online Conference

Tentative Agenda

Consent Agenda for Summer Board Meeting

3. Roll call
- 4.
5. Winter Board Minutes – March 2, 2017
6. Annual Meeting Minutes – March 3, 2017
7. Financial Report
 - a. Update
 - b. Corporate Partnerships
8. Membership and Recruitment Report
 - a. Progress Report
 - b. New Members
9. Legal Compliance Report
 - a. IRS Compliance
 - b. State Compliance
10. Communications Report
 - a. HML Post
 - b. HML website
 - c. HML social media

Discussion Agenda

- b. Proficiency Project – James Harvey
- c. 100 Year Anniversary Project – Laura Barron and James Harvey
- d. Corporate Partnership – One per board member –
- e. Recruitment Plan – Five nominees per board member -
- f. Nominations Committee Report
 - a. Officers
 - b. Directors
- g. Awards for 2018
 - a. Outstanding Friend of Public Education
 - b. Outstanding Public Educator
 - c. Outstanding Friend of the HML

Annual Meeting Preparation

Honored guests and reserved tables

Honored partners and banners

Registration table coverage

Platform setup and awards

Receiving line

Addressing Issues Confronting Public Education

Current challenges to public education

What can and should we do as an organization that believes in quality public schools as the cornerstone of our democracy and the separation of church and state?

Are we to do something or are we to sit and watch? Are we helpless or assertive?

If we are to do something, what, when who with, and why?

For example:

A publication on a relevant topic related to our beliefs....

A full-page ad with all the names of contributors who believe in the importance of public schools...

The Strategic Planning Documents

Strategic Planning Session - June 26, 2010 – Chicago

2010 STRATEGIC PLANNING

The Horace Mann League

Strategic Planning Session

Saturday, June 26, 2010, Chicago Marriott O'Hare Hotel

George Garcia, Julie Underwood, Steve Rasmussen, John Monahan, Stan Olson, Gary Marx, Martha Bruckner, Nancy DeFord, Joe Hairston, Charles Fowler, Eric King, Fred Hartmeister, Stan Olson, and Jack McKay

Facilitator: Ken Bird and Sharlene Karbowski

Purpose of the Horace Mann League

Strengths and Weaknesses

Objectives

Membership:

HML Index

Coalition of People and Organizations

Purpose of the Horace Mann League

In the tradition of Horace Mann, we believe public education is the cornerstone of our democracy. To ensure the continued viability of public education in an ever-changing world, the Horace Mann League dedicates itself to:

1. Advocating for a progressive, dynamic, responsive, strong system of public education that is free, classless, non-sectarian, and open to all children,
2. Advocating for appropriate financial support at the local, state, and federal levels,
3. Opposing the diversion of public funds to non-public education,

4. Defending the Constitutional protection of separation of church and state as it relates to public education,
5. Developing a network of individuals who actively support the ideals of Horace Mann,
6. Identifying and confronting issues that are detrimental to public education,
7. Representing the value and reality of public education to executive, legislative, and judicial bodies; and,
8. Recruiting and recognizing those who advance public education.

Strengths and Weaknesses

Strengths	Weaknesses
Composed of Influential leaders and thinkers	Meeting-based organization and meetings as a form of influence are diminished.
Our central purpose is more important today than ever.	Membership is not reflective of emerging field.
Organization represents a noble cause and is based on the work on a person who was a radical leader.	Lack of Alignment in incorporating behaviors that support public education (not positioning ourselves to contradict the billionaire clubs or business community)
	Too passive in reinforcing or modeling our purpose.
	We need to expand the base of membership in part by admitting all educators needs to be regarded as leaders. Admit all educators are leaders.
	Our number of members is too low if we are really going to have an impact on the current day.
Very admirable cause (high ground).	Have not identified activities we want to really be engaged in and would determine what our target audience would be.

We recognize educational leaders across the country.	Our minimum resources.
Our mission has been said in different ways, but a powerful idea.	We want to do more, but do not have resources to do, but how do we do more if we do not have money to do more . . . objectives limited by that.
Quality of membership of league as it is and recognition of members at National level.	Forces against us have risen over past 20 years and on defensive.
Executive Director.	Media coverage of public education has been negative.
	How do we engage our members on our list?
	If we had more \$\$/resources/corporate sponsorship what would we do other than we do now to meet the purpose of the League.
	Identity Crisis (difference between and honorary (passive) organization and active organization) Do we need to clarify that we are an activist?
	Defending cannot be a substitute for initiating.
	Not politically active or more involved.
	Membership down overturning (863 last year, 1173 at peak, net loss in new membership).
	Quality, demographics of memberships.

	Retiring Superintendents.
	Racing to recruit new members.
	(Younger Generation) Not as many joiners.
	More joining ASCD.
	So attached to one organization, sensitive to one organization than many
	Use technology and use of social media in effective way.

Objectives

Membership:

(George Garcia, Martha Bruckner, Eric King, John Monahan, and Fred Hartmeister)

1. Rebuild and maintain active memberships to a minimum of 1200 by 2012.
2. Study membership trends (how long do they stay?)
3. Discuss broadening membership categories.
4. Decide amount of dues, differentiated dues structure that would attract & keep members.
5. How do we retain members?
6. Determine “what do you get for membership?”
7. Determine alternate ways to reach out to alternate membership types.
8. Restructure Membership (supporting membership, teachers, principals, parents, e-memberships, etc.)
9. Stay in touch with potential member needs to give them a reason to become an HML member to fill a vacuum or need.
10. What does HML do? Annual meeting,
11. Communication Plan (definable, attractive, understandable)
12. Clarify expectations
13. Tap into people’s passions dedicating to promoting public education
14. Why people join organizations – Dale Paulson’s work on allegiance . . .

15. Survey/assess current, past, and potential members regarding interests and needs for HML.
16. Define involvement of current and upcoming administrators (technology social networking/communication.)
17. Rebuild and maintain active memberships to a minimum of 1200 by 2012.

HML Index

(Julie Underwood, Steve Rasmussen, Charles Fowler, and Gary Marx)

1. By 2012, the HML will develop, implement, and publicize the HML index measuring the positive influence of public education (democracy, etc.)
2. Annually, conduct a survey of “Factors contributing to high-quality public education.”
3. Include hard, measured data about factors that impact public education
4. Communication Plan for using the index
5. Index to show ways public schools supporting society
6. Do constant and each year have variable
7. Possible Gallup partnership
8. Measure support for public education (economics to health of students)
9. Identify and financially support outside person doing that type of research in collaboration with the university (leverage support)

Coalition of People and Organizations:

(Nancy DeFord, Joe Hairston, Stan Olson, and Jack McKay)

Convene and sustain a coalition of people and organizations with the same, shared purpose of supporting public education.

Single issue, multiple groups, electronic

Seek alliance with 1-3 other organizations to support purpose in a period of 5 years.

AASA, PDK, ASCD to carry out HML support, e.g. campaign on Public education in America

HML does not represent position, but can lend itself to bringing people together, e.g. Facebook, theme to unite for critical mass (Learning First Alliance shared projects)

Why?

Visibility of the concern about for public education, access to others interested in public schools, access to other networks of educators, influencing or impacting mutual concerns, modeling the purpose of public education, sharing information, increasing membership, mounting initiatives

on behalf of public information, networking with mutual links, matrix of organizations with mutual concerns, identify shared common goals,

Common concerns:

Prepared students, high achieving schools, unified policy position of issues of mutual concern, respect and promote for the voice of the practitioners, public schools should be free, non-sectarian, and classless.

Identify the other organization's purpose and then identify the commonness of the two.

How?

1. Identifying like organizations, meeting with organizational representatives and directors, packet of information about the coalition/network, develop list of organizations/associations that share beliefs about the value of public schools and the Horace Mann League, ask other organizational leaders about identifying other organizations (large and small) supporting public education, prepared presentation with proposal, start with survey HML board members for current affiliations.
2. Face to face presentations, Chat room, list serves, face-book, social media, websites,

When: Goal of at least two organizations affiliations per year.

Two months: draft packet and HML Bd. Survey of organizations completed

Six months: Schedule meetings with at least two organizations

2 months: Complete meetings and have agreements with two other organizations

Affiliation presentation: Signed agreement/certificate, letter of agreement, HM framed print, electronic network,

Who: Joe, Nancy, Stan, Jack, and other board members as appropriate

The Strategic Planning Document 2014
Summer Board Meeting - Stanford

To: Horace Mann League Committee Members

From: Gary Marx

Subject: **Summary of Activities, A Roadmap Drawn from HML Committees**

The Process. At the Horace Mann League's summer planning session at Stanford University, three committees were formed. Their purpose was to identify ideas and shape recommendations for activities that would support goals directly related to membership, communication, and funding. The committees have generated excellent ideas.

Officers were charged with reviewing and summarizing the many recommendations and notes that were generated both during and since that Stanford meeting. In some cases, committees included similar recommendations. Combinations of those ideas, coupled with further realities and needs facing the League, triggered additional possibilities.

Since the beginning of September, officers have received copies of reports and summaries and have held a conference call to further discuss suggestions for moving forward.

Activities. Activities that have been identified are crucial for the sustainability and success of the organization. Some might appear to be new. Others reflect adjustments in what the League is already doing. Clearly, the League needs an ongoing commitment to initiate products and services that will add value for present and future members, clarify the important role of public education in society, and lead to enhanced sources of revenue. Some of these activities can be accomplished with adjustments in conditioned behavior, since expectations are dynamic, not static, in a fast-changing world. One officer suggested that whatever HML produces should be sound enough to withstand the scrutiny of the severest critic, since what the organization does or does not do reflects on public education and on the League's leadership and membership.

Roadmap. While these activities will likely be woven into a more formal and comprehensive plan, they will serve as a roadmap as we move forward during the coming months. All appear to be consistent with Bylaws and Policies. As we all know, the League continues to deal with the need to establish its status as an entity while facing urgent needs in membership, funding, and communication.

Engaging HML's Wealth of Talent and Experience. Reinforcement is needed for a mentality that accepts HML as an honorary and as a volunteer organization whose talented and experienced members can be engaged in getting important things done. We are aware that many would welcome the opportunity to help us further shape our future.

Keep in mind that the items included contribute to HML's revenue, service, membership, recognition, and leadership.

Please share any feedback you believe will be helpful to us as we continue developing our way forward and enhancing our strategic planning. We would appreciate your comments (gmarxcpo@aol.com).

Communication

Basic: (The HML president and immediate past president will work with the executive director in pursuing communication needs. Others may be enlisted to engage their talents.)

- **Identity.** For communication purposes, the committee suggested a statement similar to the following, which is consistent with HML's mission: The Horace Mann League is an honorary society of educators and thought leaders who are deeply committed to sustaining and improving a high-quality public education system for all students.
- **Clarity and Quality of Communication.** All written or online communication from HML should be clear, concise, informative, compelling, accurate, appropriately attributed, and reflect professional design. All communication originating with HML reflects on the League's identity, on the public education enterprise, and on members of the public education community
- **HML Update.** A heading will be developed to encourage and provide a format for sending electronic and print messages to members about HML activities. That communication will help keep all informed, emphasize the value of membership, and build a sense of community and ownership.
- **HML Post.** The weekly *HML Post* will continue to bring attention to ongoing education articles that reflect the needs and successes of public education.
- **HML Blog.** The *HML Blog* will include invited, voluntarily submitted, and existing articles that are published with permission of the source.
- **HML Annual Meeting Promotion.** The HML president and executive director will establish an effective strategy for promotion of the League's Annual Meeting.
- **News Media List.** A news media/press list will be developed for use in communicating newsworthy information from HML. (The current HML president will provide a basic list of contacts.)
- **Member Surveys.** Online member surveys, mentioned in other parts of this roadmap, and historically conducted by the League, will engage members and immediately or eventually produce information of interest and value to members. Some of that information may be newsworthy and/or potentially lead to service-providing, revenue-producing products or services.

Communication

Other Communication:

- **HML Cornerstone.** The executive director may wish to continue this service provided it is of interest to members and content is presented in compliance with Fair Use.
- **HML Printed Newsletters.** An HML print newsletter has been issued from two to four times each year distributed by nonprofit mail. Budgetary considerations, the need to provide visible services, and communication and/or promotional needs will guide frequency.
- **HML Web Site.** The executive director has undertaken efforts to further develop the HML web site and is urged to continue that progress. An ongoing aim will be to continue

ensuring highly readable, appropriate content enhanced by compelling design, and electronic prompts to move readers from one segment of the site to all others.

- **Social Media Presence.** HML's social media presence might be strengthened through periodic sharing of Horace Mann and other public education quotes on Twitter.
- **Critical Conversations and Engagement Activities with *Educational Influencers*.** Board members suggested that HML initiate critical conversations and/or engagement activities with *educational influencers*. A goal might be to make them more familiar with the role of HML and/or help them experience the organization at work. (Some of these influencers will be contacted for testimonials in release of the indicators project. HML will also do a presentation for top elected and appointed leaders of national education leadership organizations during that release process. Award recipients who are *thought leaders* generally attend HML Annual Meetings. They can be consistently updated on HML activities and their counsel solicited. Some may be invited to serve on an HML Advisory Council. When possible, *thought leaders* may be asked to meet with the HML Board. In some cases and when appropriate, these *thought leaders*, whether individuals or organizations, could be engaged in joint projects.

Membership

Basic: (Consistent with recommendations from both the membership and communication committees, the League has a need to immediately address membership recruitment, engagement, and retention issues.)

- **Formation of an HML Membership Task Force.** This group will work toward developing and pursuing plans to increase and retain membership. Those plans will move beyond the immediate to the longer-term membership needs and goals of the League. The current vice president of the League has expressed a willingness to provide guidance for this effort working with the HML president, executive director, and others.
- **Every-Member-Get-A-Member Campaign.** Initial stages of an "Every-Member-Get-a-Member" campaign have been launched, leading to greater current member engagement and the identification of an even broader range of excellent nominees. This campaign might be conducted twice a year.
- **HML Board Nominations.** Each active officer and member of the HML Board should be asked to nominate from 15 to 20 potential members each year. Current practice calls for each to annually nominate a minimum of 20. Past-Presidents will be asked to nominate from 5 to 10, perhaps more, possible members each year.
- **Recruitment Letters and Materials.** Recruitment letters, while possibly shaped specifically for some individuals and groups, should be consistent with and build on the basics included in a prototype message attached to recent board nomination requests. Letterhead will need to be fully accurate, neatly designed, and allow ample space for this generally one-page letter. All names and other identifying information for those whose names are listed should be correct. A high-quality set of information and recruitment materials, both print and electronic, should be one important part in this process.
- **List of 100 Non-Members.** A list of 100 non-members, who have been targeted by board members and officers, will receive appropriate invitations to become members of HML. This process was begun during the 2014 Stanford meeting, and follow-up will be needed.

- **Horace Mann League Recruitment Hall of Fame.** Declare a Horace Mann League Member Recruitment Hall of Fame made up of all who have received Ambassador Awards during the past 15 years. Invite each one to recommend or recruit at least five new members each year.
- **State Association Recruitment.** Invite each state association of school administrators executive director and perhaps leaders of other associations, to nominate from one to five (or more) educators or public education advocates for membership in the Horace Mann League each year.
- **Membership Retention.** Member retention should be examined and processes/messages developed to address any concerns, to encourage continuing membership for those who are past-due on dues payments, and to make any needed adjustments in the process for rebilling. Surveys might indicate how HML could more effectively attract and retain members. While rebilling is done regularly, a more thoughtful and magnetic approach might be developed.
- **Member Surveys.** The value of member surveys, which have traditionally been conducted by HML, is reinforcement of member engagement. These surveys draws from the knowledge and experiences of a talented membership base and emphasize the importance of an HML network. One specific service might focus on identifying and reinforcing the principles of public education, while producing a member service and possible revenue for the League.
- **2014 New Member Target.** The League will aim to recruit a total of 80 to 100 members during 2014.

Membership

Moving Forward:

- **Membership Goals.** The Membership Committee called for development of plans to increase HML membership by 15 to 20 percent per year in each of the next five years (2015, 2016, 2017, 2018, and 2019).
- **Flash Mob Membership Drive, Horace Mann's Birthday.** Members of the board suggested a possible "May 4th Be With You" membership drive to commemorate Horace Mann's birthday, May 4, 1796, in Franklin, Massachusetts. The suggestions included a sponsored ad in the *New York Times* or another national newspaper commemorating Horace Mann and his contributions to public education and democracy.
- **HML Chapters.** A goal recommended for the League is establishment of HML Chapters within or surrounding Schools of Education at Colleges and Universities. Specific plans would need to be developed. A goal would be to familiarize educators in preparation programs with the work of Horace Mann, public education, and the Horace Mann League.

Funding

Basic: The following approaches to funding are consistent with suggestions of both the communication and membership committees and reflect HML's need to offer opportunities, products, and services that lead to needed income for the organization. (The HML president-elect has been invited to be the point-person for this effort, working with the president and executive director in pursuing efforts to meet the League's funding needs.)

- **Funding Clusters or Packages.** Funding clusters or packages will be identified, including a description of what needs to be funded and the amount required. A catalog or list of these discrete funding opportunities will serve as a basis for sponsorships, contributions, and potentially for collaborative and partnership activities.
- **Funding Task Force.** A funding task force should be identified. Those directly involved would include members and perhaps others, based on successful fundraising efforts on behalf of the League or experience in fundraising outside the League. The efforts must be coordinated.
- **Sale of HML-Related Products.** Plans should be made to offer additional copies of the Indicators pamphlet in bulk for sale to members and others. A public education booklet or pamphlet, based in part on a member survey and the work of Horace Mann, might also produce member service, recognition for public education and the League, and perhaps significant revenue if sold in bulk.
- **Recognition of Sponsors/Contributors.** HML's policy devoted to partnerships includes a description of how sponsors and those who contribute to various activities will be recognized.
- **Overhead.** Unless a sponsorship involves direct payment by a vendor for in-kind services, something like a luncheon, an appropriate fee should be included in the sponsorship payment to cover overhead. Payment of actual cost as an in-kind contribution is valuable to HML. However, overhead for HML should be included in an appropriate amount, whenever possible, to help cover operational costs.
- **Surveys.** The need for surveys is included in all three categories of this report. Information produced by surveys of members has value that extends from membership engagement to use of ideas and information generated to produce salable products or services. The public education survey, mentioned earlier, is an example.
- **Funding for International Indicators for Education Release.** An immediate need is funding and other support for release of the International Indicators for Education.
- **Organizational Funding Conference Call.** While some of the above projects will need to begin immediately as a matter of practice, HML officers and the executive director will hold a conference call to discuss these and other possibilities for organizing funding clusters and recruiting members of a funding task force.

Funding

Moving Forward

- **Initiating Prominent Projects.** Board members have reinforced the need to initiate two prominent projects that will positively focus attention on education issues and the work of HML. Those projects could include after-release bulk sale of pamphlets associated with the International Indicators for Education and the public education publication mentioned earlier. Both are likely to be fundable and revenue-producing.
- **Advertising.** As with other associations, the League might offer the opportunity for appropriate advertising in its online publications, consistent with HML policy guidelines. Those ads might be sold at a yearly fee. Examples might include a banner ad and a few ad insertions on the periphery. Specifications, ad rates, appropriateness, and clarification of advertiser identification would need to be worked out. (A banner ad, for example, in the *HML Post*, might be priced at \$3,000 for six months or \$5,000 for a year.) Yield could be ongoing.

- **Major Media Ad.** The task force might include among funding clusters sponsorship of an appropriate *New York Times* or other major media ad to reinforce the importance of Horace Mann and public education. Any funding channeled through HML should include sufficient overhead for the League. (This item was also mentioned earlier.)