

The Horace Mann League of the USA  
**Draft**Minutes of the Winter Meeting of 2015  
February 26, 2015, San Diego

[Roll Call](#)

[Review of Bylaws and Policies](#)

[Approval of Executive Director's Contract](#)

[Membership Update](#)

[Current Recruitment Update](#)

[Current Communications Report](#)

[Advisory Committee Appointment](#)

[International Indicators Report](#)

[Promotion of International Indicators Report](#)

[Tax-exempt Status Report](#)

[Annual Meeting Report](#)

[Annual Meeting Promotion Report](#)

[Other Association Presentations Report](#)

[Financial Status Report](#)

[Revenue Sources and External Support Report](#)

[Recognition of Sponsors/Contributors Report](#)

[Collaboration with the Century Club Report](#)

[Roadmap Based on Work of Stanford Committees Update](#)

[2015 Summer Board Meeting](#)

[2016 Board Meeting and Annual Meeting](#)

[Revised HML Bylaws](#)

[Revised HML Policies](#)

[The Executive Director's Qualifications and Duties](#)

[The Executive Director's Contract](#)

[Membership, Recruitment and Engagement Report](#)

Attachments

[Attachment #1 By-laws](#)

[Attachment #2 The Executive Director' Duties and Responsibilities](#)

[Attachment #3 The Executive Director's Contract](#)

[Attachment #4 Report on Recruitment and Retention](#)

Call to Order and Roll Call

The Meeting was called to order by Charles Fowler, President-elect, at 2:05 pm.

Present: Steve Rasmussen, Joe Hairston, Christine Johns-Haines, Steve Webb, Spike Jorgensen, Evelyn Holman, Laurie Barron, Carol Choye, James Harvey, Charles Fowler and Jack McKay. President Gary Marx joined the meeting in progress during the membership discussion. He had been conducting a program at the AASA conference.

Guests were: Tom Shelton, Executive Director of the Kentucky School Administrators Association and the Century Club and Lisa Faherty of the Alaska School Administrators Association

Minutes of June 19-21, 2014, Stanford Board Planning Meeting

On review, the minutes of the 2014 Summer Board meeting at Stanford were approved as presented in the agenda booklet. June 2014 Minutes at: <http://www.hmleague.org/2015-summer-board-meeting-minutes-stanford-u/>

### **HML Bylaws and Policies**

Officers served as members of an Operations Task Force to address needs that had developed over a substantial length of time. With leadership from President-Elect Charles Fowler, the group, working on behalf of the board and membership, reviewed and updated the League's Bylaws and developed a set of Policies to guide the organization toward an even more sustainable future in a fast-changing world. In an electronic voting process, Board members approved the proposed Policies and Bylaws. (Revised bylaws were presented to membership for final approval during the HML Annual Meeting, scheduled for February 27, 2015, in San Diego. Passed by voice vote.)

### **Executive Director's Evaluation and Contract**

President-Elect Charles Fowler reviewed the evaluation process developed and used by HML officers in discussion with Executive Director Jack McKay and in establishing goals for the coming year.

The board voted approval of (1) the engagement agreement with Jack McKay to serve as a Contractor (not employee) in the role of Executive Director, (2) the Performance Goals for 2015, and (3) the designation of the President-Elect position in the League to also serve as Assistant Treasurer, with signatory rights on HML accounts. (The Executive Director is the Treasurer.) Motion by Harvey, seconded by Choye, that the Executive Director's contract for 2015 at the rate of \$23,000, inclusive of travel and expenses related to the duties of the position. Passed.

### **Current Membership Status and Progress**

Christine Johns-Haines presented a review of current HML membership, annual growth, new memberships for 2015, as well as strategies for membership retention, recruitment, and engagement. It was proposed that a committee of the board be established to develop a process for recruiting between 80 to 100 new members per year for the next five years. The "Action Plan" proposed by Johns-Haines was enthusiastically received and approved for further action by consensus.

Agenda materials prepared for the February 26, 2015, meeting clarified membership activities and progress:

**Membership Recruitment:** During 2014, HML welcomed 86 new members, approximately a 20 percent increase over the number who joined us during each of the previous two years. The net year-end membership total stood at 583, compared to 553 and 533 the previous two years. HML board members were asked to each make at least 20 nominations. All members were asked to respond to an Every-Member-Get-A-Member Campaign in invitations that were actually distributed on June 16 (as an HML Post item) and October 15 (as a stand-alone item email item, which received greater response).

**Membership Retention:** Retaining members is of utmost importance. Personal letters were sent by the HML president to those who had not recently renewed their membership. Those personal

letters were sent on November 28, 2014, and February 20, 2015, along with appropriate renewal/sign-up forms. HML has increased internal communication to help members learn more about the work of their organization and recognize benefits for them. An HML Update online newsletter is designed to keep members informed.

**Membership Accounting:** In addition to playing a role in membership recruitment and retention, HML’s executive director maintains membership rolls, handles distribution of membership information, bills for dues, and handles numerous other membership-related responsibilities.

Table 1. Membership by Year

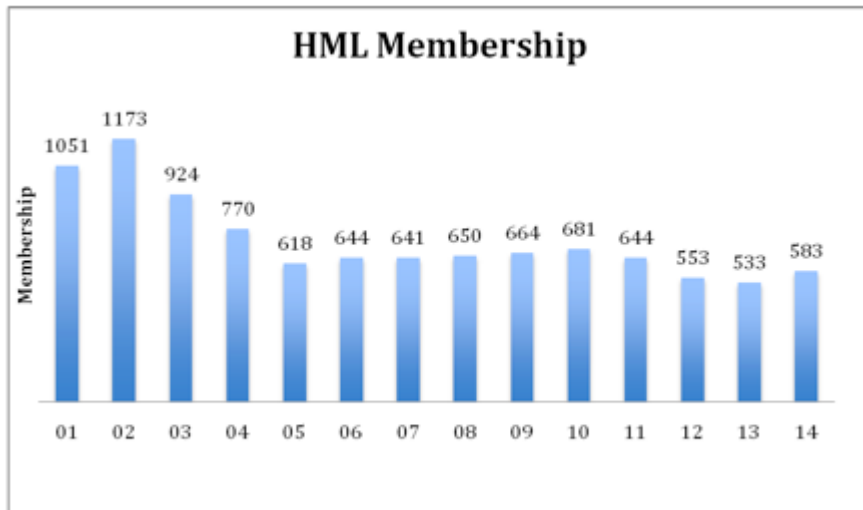


Table 2. New Members per year

**Table 2. New Members per year**

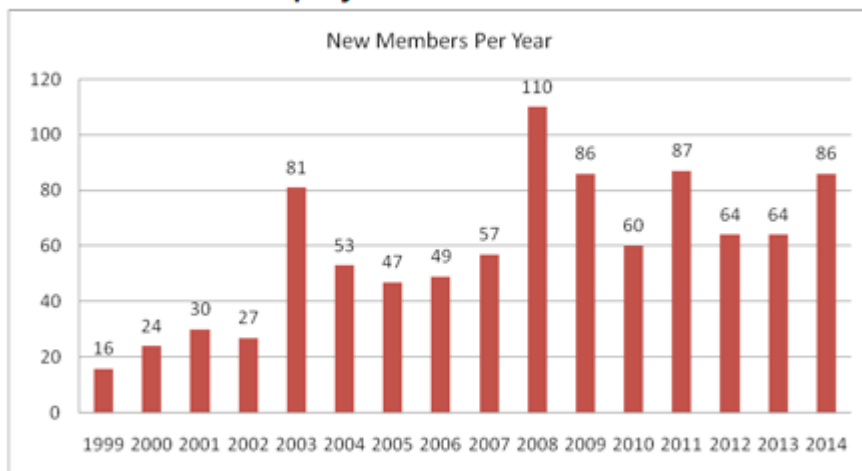


Table 3. Membership by State and Year,

State	01	02	03	04	05	06	07	08	09	10	11	12	13	14
Alaska	28	26	17	10	5	5	6	6	7	7	5	7	7	6
Alabama	5	2	5	5	4	4	3	3	2	4	4	2	3	4
Arizona	16	17	22	28	12	15	16	16	15	13	13	11	12	12
Arkansas	7	9	12	10	6	6	5	5	5	5	3	2	2	2
California	52	64	64	40	23	25	24	24	27	22	23	19	20	21
Colorado	26	29	26	20	8	10	10	12	13	14	9	6	6	4
Connecticut	26	27	22	19	9	9	9	9	10	10	9	9	8	13
Delaware	5	4	4	3	1	1	1	1	1	1	1	1	2	2
Dist. Columbia	4	5	6	5	2	2	2	4	3	3	4	4	4	4
Florida	31	32	20	18	20	20	19	17	16	16	17	13	10	9
Georgia	27	26	18	14	9	9	9	9	9	10	7	7	10	13
Hawaii	0	0	0	0	1	1	1	1	1	1	1	1	1	1
Idaho	2	5	6	6	4	4	4	4	5	5	4	4	4	5
Illinois	41	119	149	136	123	124	123	122	121	124	134	125	118	135
Indiana	6	8	6	6	8	8	7	5	5	5	6	3	3	2
Iowa	12	21	18	26	14	15	15	15	16	15	16	13	11	11
Kansas	6	6	3	4	3	4	4	4	4	3	2	2	2	2
Kentucky	4	3	2	2	2	2	1	1	1	1	3	1	2	2
Louisiana	1	2	1	3	3	3	3	3	3	3	3	3	2	2
Maine	2	2	1	1	1	1	1	1	1	1	1	1	2	2
Maryland	16	19	16	16	14	14	14	14	13	14	24	22	20	18
Massachusetts	20	14	7	10	15	21	23	18	31	28	14	13	13	14
Michigan	22	23	10	10	9	9	9	9	7	9	9	7	9	18
Minnesota	12	18	14	13	8	8	8	9	9	8	5	5	5	5
Mississippi	8	25	6	6	2	3	2	2	2	2	2	1	1	1
Missouri	14	24	22	14	7	10	14	15	15	14	7	6	7	7
Montana	10	9	7	4	3	3	3	3	3	3	3	2	3	4
Nebraska	83	78	69	50	39	42	44	47	48	49	34	33	31	32
Nevada	6	7	9	6	4	3	4	5	6	5	5	3	4	4
New Hamp.	4	3	1	2	3	3	3	3	3	3	3	2	3	4
New Jersey	71	66	35	25	19	20	21	21	21	25	20	18	16	18
New Mexico	7	6	4	4	2	2	4	4	5	5	2	2	2	
New York	76	73	36	35	35	36	35	36	38	35	43	35	30	31
N. Carolina	47	39	23	26	33	30	26	25	19	28	44	38	38	37
N. Dakota	2	3	3	2	1	2	0	0	0	1	1	1	0	2
Ohio	48	45	25	16	11	12	12	11	10	12	11	10	10	11
Oklahoma	8	9	6	3	2	2	2	2	2	1	2	2	2	2
Oregon	15	13	11	6	3	3	3	3	3	3	3	0	1	1
Pennsylvania	46	44	26	18	8	12	13	14	14	12	9	6	5	6
Puerto Rico	1	1	1											
Rhode Island	1	3	2											
S. Carolina	20	18	12	8	6	8		8	9	10	5	4	4	4
S. Dakota	6	7	6	4	4	3	3	2	2	4	3	2	2	2
Tennessee	13	13	8	8	6	5	5	5	4	4	5	3	3	2
Texas	25	33	33	14	22	25	28	29	30	40	24	18	17	19
Utah	6	6	3	4	7	6	6	6	5	5	6	5	4	5
Vermont	4	6	5	4	0	2	2	2	3	3	0			0
Virginia	80	76	52	40	30	30	30	30	31	32	33	28	25	25
Washington	59	64	55	55	54	50	55	54	53	49	51	44	41	46
West Virginia	3	3	2	2	2	1	0	0	0	0	0	0		0
Wisconsin	9	7	7	9	9	9	9	9	11	12	9	9	8	12
Wyoming	7	10	5		2	2		2	2	2	2	0		1
Totals	1051	1173	924	770	618	644	641	650	664	681	644	553	533	583

## Current Communication Progress

HML President Gary Marx and Executive Director Jack McKay reviewed the major efforts to increase communication and engagement of the membership:

...HML Post and HML Blog. Each week, Executive Director Jack McKay produces and

distributes to all members the online HML Post, a collection of fully attributed articles important to public education. He also maintains an HML Blog, which is a work in progress, generally featuring editorials and research articles related to public education. An aim for the Blog is to feature requested or submitted 400-600-word original items from members and others. Constant Contact services are used to distribute these online items. The service provides access to an archive of the weekly publications. Efforts are made to ensure that items that are included are presented within Fair Use of the Copyright Law.

#### **...HML Update.**

During 2014, HML added another format, an HML Update, to encourage the sharing of information about what the League is doing on behalf of members and public education. Expect occasional announcements, notices, newsletters, and reports, as they are available, that will help HML build its sense of community among members. Marx reported that he hopes it will contribute to membership recruitment and retention. The Constant Contact service is used for distribution to members.

#### **...HML Board Update.**

This informal and occasional email update on current activities is prepared and distributed to HML board members and recent past presidents. This briefing is prepared and distributed by the League president. Information of this type is particularly important, since the organization holds only two board meetings a year.

#### **...HML Web Site.**

The executive director has improved the general format and interactivity of the HML web site, also a work in progress. HML has taken significant strides. Using Word Press, the web site is updated weekly and more frequently when needed.

#### **...Cornerstone Flipboard and Pinterest.**

Executive Director Jack McKay voluntarily offers an HML Cornerstone Flipboard, an online magazine featuring editorials and research related to public education. The magazine places an emphasis on related images. He reports updating this online publication daily as he sees fit: <http://flip.it/xvmWP>. He also posts item as he believes they might be of interest to readers on Pinterest: <http://www.pinterest.com/jack0499/hml/>. Adherence to Copyright Laws also apply to this effort.

#### **...Member Engagement (Listening).**

HML realizes that member engagement is highly important. The frequency of substantive surveys should be somewhat increased to not only engage but also to glean, make use of, and be guided by the knowledge and opinions that are shared with the organization. Following the 2014 HML Annual Meeting, participants were asked to share their insights on questions members of the Indicators Task Force might encounter and on how the information could be helpful to them locally and regionally.

#### **...Annual Meeting Promotion.**

The president and executive director have attempted to make Annual Meeting promotion more strategic.

### **...Viral Communication.**

In releasing the indicators report, HML members, media, education organizations, and others were encouraged to consider doing stories and sharing links with an array of individuals and organizations, asking them to do the same. This approach can lead to a report or even certain specific information becoming viral.

### **...Identity.**

A draft identity statement developed by the Stanford committee devoted to communication, identity, and branding has been used to guide descriptions of the organization.

### **...Advisory Council.**

HML's newly adopted Bylaws permit establishment of an HML Advisory Council. Marx recommended that the Advisory Council be constituted according to the description included in adopted bylaws and that Immediate Past President Joe Hairston be declared its first member.

### **...Working with Thought Leaders, Educational Influencers.**

During its 2014 Stanford planning session, the HML board highlighted a need for the organization to take

on at least one far-reaching and visible project each year. Board members also pointed out the need to hold critical conversations with educational influencers.

The nature of HML members, themselves educational influencers, and the annual awards program put the League in touch with some of the nation's and world's more influential leaders for public education. Those conversations can be enhanced by inviting each of those award recipients to become a named member of an HML Advisory Council.

The International Indicators Project, a collaboration between the Horace Mann League (HML) and the National Superintendents Roundtable (NSR) with counsel and assistance from the National School Public Relations Association (NSPRA), opened another door. Following a news conference devoted to release of the indicators study at the National Press Club in Washington, D.C., members of the HML-NSR presentation team met with organizations affiliated with the Learning First Alliance (LFA) to present and discuss the indicators study report.

Member organizations of the Learning First Alliance include: the American Association of Colleges for Teacher Education (AACTE); AASA: The School Superintendents Association; American Federation of Teachers (AFT); American School Counselor Association (ASCA); International Society for Technology in Education (ISTE); Learning Forward; National Association of Elementary School Principals (NAESP); National Association of Secondary School Principals (NASSP); National Education Association (NEA); National PTA; National School Boards Association (NSBA); National School Public Relations Association (NSPRA); Parents for Public Schools; and Phi Delta Kappa International (PDK).

Volunteers who provided professional support for the indicators project are generally thought leaders and educational influencers themselves. Communication about the study has reached some who play a role in forming education policy, the media, educators and education influencers at several levels, and numerous other publics.

Discussion has begun about initiating a "Scoreboards to Dashboards" project. Brief model policy statements might also be developed. The effort could help policymakers, educators, and others better understand and communicate the need for consideration of social and economic

conditions, not just test scores, in looking at student and system performance. While viable education policy is essential, it must be supported by sound economic and social policies to provide a foundation for high quality public education.

**...Working with the News Media.**For the first time, prior to its February 2014, annual meeting, HML issued a news release to a short-list of news media announcing award recipients and changes in officers, while reinforcing the role of the organization. Another news release was issued prior to the 2015 annual meeting

Release of the indicators study, *School Performance in Context: The Iceberg Effect*, provided an opportunity for the League, working with the National Superintendents Roundtable (NSR), to collaboratively prepare a final news release, hold a January 20 news conference at the National Press Club, make multiple contacts with news media, and conduct numerous interviews.

National associations, policy experts, member organizations of the Learning First Alliance (including its public relations agency), the National School Public Relations Association (NSPRA) and individuals representing HML and NSR made hundred of news media contacts. Several announcements and releases were distributed. Interviews were scheduled before and after the actual news conference.

Appearing, presenting, and responding to questions at the January 20 indicators news conference were HML officers Chuck Fowler, Joe Hairston, and Gary Marx; HML Board Member and NSR Executive Director Jim Harvey; Stratford, Connecticut, Superintendent Janet Robinson; and HML Executive Director Jack McKay.

A webinar, originating in Tacoma, was held on January 16, arranged collaboratively by NSR and HML. Its purpose was to prepare local school leaders to respond to the report when it was released or to use it for local, state, or regional initiatives.

The League has invited some members to prepare and submit follow-up Op Ed commentaries to certain influential media.

**Motion by Harvey, second by Barron, that an HML Advisory Council be named consistent with a description included in the League's Bylaws and that Immediate Past President Joe Hairston be appointed as first member of that Council.**

**Passed.**

#### *Review of International Indicators for Education Project Activities*

James Harvey and Gary Marx reviewed activities surrounding final development and release of full and summary reports on the International Indicators Project. Links to full and summary reports, a news release, and video are at [www.hmleague.org](http://www.hmleague.org) and [www.superintendentsforum.org](http://www.superintendentsforum.org). Following brief updates on recent activities, Harvey distributed a flyer indicating involvement in the project and the various types of news media pick-up that the project attracted. He then played an approximately four-minute updated video news release presentation for the board.

An ambitious goal set during a 2010 HML planning meeting has been accomplished. The goal focused on developing an index or set of indicators identifying forces in society that have a profound impact on student and school performance. An aim was to clearly show that education accountability, to be helpful in constantly shaping the education system, must be broader in scope than test scores, ratings, and rankings. The nation has developed a scoreboard mentality,

with many people thinking they can get education scores the same way they get box scores for baseball, basketball, football, or hockey games. It isn't that easy.

As noted earlier, the project was completed through a collaboration involving the Horace Mann League (HML) and the National Superintendents Roundtable (NSR) with counsel and assistance from the National School Public Relations Association (NSPRA). An Indicators Task Force released its report, *School Performance in Context: The Iceberg Effect*, during a January 20 news conference at the National Press Club in Washington, D.C.

The Indicators Task Force involved HML President-Elect Chuck Fowler, HML Board Member and National Superintendents Roundtable (NSR) Executive Director Jim Harvey, HML President Gary Marx, HML Executive Director Jack McKay, and National School Public Relations Association (NSPRA) Executive Director Rich Bagin. Harvey served as principal researcher and writer for the study with research and editing counsel and support from some other task force members. He and NSR produced the full report. A summary report was written and designed courtesy of Rich Bagin (NSPRA) and Carolyn Boccella Bagin (Clear Communication) and produced by HML. Other HML officers involved in the indicators group since its inception have been Joe Hairston, Steve Rasmussen, and Julie Underwood.

The group developed strategy, shared research, did presentations and listened for feedback, developed both full and a summary reports, and arranged for the release. Since 2010, the group working on the project has provided ongoing reports and sought counsel through each meeting of the HML Board and at HML Annual Meetings.

As noted earlier, following a news conference at the National Press Club on January 21, 2015, members of the HML-NSR team presented report findings to a meeting of the Learning First Alliance (LFA).

Among the report's findings: International assessments often rank nations as if they were in a horserace, leaving an impression that education across various countries can be easily compared, when, in reality, students and schools are strongly influenced by arrays of social and economic factors. The U.S., for example, has the greatest Gross Domestic Product (GDP) in the world and the highest GDP per capita of the nine nations included in the study. However, the country also has the dubious honor of being among leaders in economic inequity, social stress, and lack of support for families with young children. Sound education policy is important, but it must be reinforced by appropriate social and economic policy.

This project is a significant accomplishment, and the information should help education and other public leaders build broader understanding of the need to overcome a national and even international scoreboard mentality driven, in part, by international ratings and rankings. Social, economic, and cultural conditions make a difference in students' lives and school performance. As noted earlier, the indicators report earned substantial public attention through the media, through support of other national education organizations, through secondary citations in stories that probe education research, in commentaries, and in policy reports and correspondence shared with federal officials. Some national education associations immediately provided links to the report for their members, as did some other organizations, including school systems.



Note: While supplies last, HML has 100 copies of the full indicators report at a price \$9.95 each (up to 4), \$8.95 each (5-9), and \$7.95 each (10+) plus postage and handling. Approximately 200 copies of the summary report are available for purchase on a first-come, first-served basis. The summary version may be ordered from the Horace Mann League at a bulk rate of 25 copies for \$100. A charge for postage and handling will be added to each order. Contact Jack McKay at [jmckay@hmleague.org](mailto:jmckay@hmleague.org).

Following the presentation, Board Member Evelyn Blose Holman asked that the board approve her “testing the waters” on securing funding to place an eye-catching size infomercial in the New York Times to bring even more public and policymaker attention to the findings of the Indicators Study and their implications. The board enthusiastically endorsed the concept and asked that she report on possibilities and progress.

**Motion by Harvey, seconded by Choye, that Evelyn Holman pursue the idea of raising funds to promote the highlights of the International Indicators report in a major print media outlet, e.g., the New York Times, the Washington Post, etc. Passed.**

#### **Tax-Exempt Status and Incorporation, Status Report,**

Plans for Reporting Requirements, Liability Insurance

President Gary Marx reported on efforts to establish HML’s tax-exempt and incorporation status.

An HML Operations Task Force, made up of officers spearheaded an effort to attain a fresh start for the Horace Mann League after the organization’s IRS tax-exempt status and corporate status were both discovered to have lapsed in previous years. The concern was discovered by officers and board during the 2014 HML Board Planning Conference at Stanford.

In the process, officers worked with Past-President Ken Bird and the Omaha law firm, Fraser-Stryker. Conference calls were scheduled that included current officers, Ken Bird, Vice-President-Nominee Martha Bruckner, Past-Presidents with legal backgrounds, Fred Hartmeister and Julie Underwood, and Executive Director Jack McKay. Incorporation was granted by the State of Nebraska during July 2014. After getting past efforts to reinstate, for which HML did not have needed documentation, attorneys moved forward with the hoped-for fresh start. At that point, the organization’s new EIN was granted quickly by the IRS and a new Letter of Determination was issued by the IRS on November 20, 2014. The Letter of Determination is now included among About Us items on the HML web page. The organization is deeply grateful to Ken Bird for substantial contributions to this existential effort.

Executive Director Jack McKay reported that he has arranged with a CPA to ensure that required reports are filed accurately and on time for both IRS tax-exempt and for corporate status.

Liability insurance should be sought during 2015 to cover errors and omissions by staff and board.

#### **Brief Presentation/Discussion of Requirements for Maintaining IRS 501(c)(3) Status**

Maintaining HML’s tax-exempt and corporate status is important to the organization’s future. The Operations Task Force has agreed that updates and orientation for board members to emphasize its importance should become routine.

Vice President Christine Johns-Haines provided each board member with a two-page IRS extract plus an orientation manual from a CPA firm on “What Board Members Need to Know About Not-for-Profit Finance and Accounting.” The documents contain important information that each board member should be aware of moving forward

### **HML Annual Meeting, Agenda... 2015 Award Recipients**

Gary Marx and Jack McKay reviewed the agenda and assignments for the 95th Annual HML Annual Meeting and Luncheon, scheduled for the following day, February 27, also at the Marriott Marquis in San Diego.

**Gene Carter**, a seasoned superintendent and longtime (recently retired) executive director of ASCD, will receive the HML Outstanding Public Educator Award. Gene was the first National Superintendent of the Year.

**Pedro Noguera**, a professor at New York University, an experienced public educator and internationally recognized scholar, and an eloquent spokesperson for the cause, will receive the HML Outstanding Friend of Public Education Award. Both are planning to be at the HML Annual Meeting on Friday, February 27, 2015, and to make brief remarks.

**Past President Mark Edwards** will receive the 2015 Outstanding Friend of the Horace Mann League Award.

The agenda for the 11:45 a.m. until 1:30 p.m., February 27, Annual Meeting agenda includes:

Welcome Gary Marx

Introduction of Officers and Directors -- Gary Marx

Introduction of Past Presidents --Charles Fowler

Introduction of Corporate Sponsors --oe Hairston

Invocation -- Christine Johns-Haines

Luncheon

Nominations and Election --Laurie Barron

Officers: President:Charles Fowler;

President-elect: Christine Johns-Haines:

Vice President: Martha Bruckner;

Past President: Gary Marx

Reappointments to Board: Evelyn Holman, New York;

Stan Olson, Idaho; Linda Darling Hammond, California

Nominated to the Board: Jeffrey Charbonneau, Washington

Adoption of Revised Bylaws -- Charles Fowler

HML International Indicators Update --James Harvey & Gary Marx

Award Presentations

Ambassador Awards --Joe Hairston

Brent Clark, Illinois; Christine Johns-Haines, Michigan;

James Harvey, Washington; Gary Marx, Virginia;

Laurie Barron, Montana; Martha Bruckner, Iowa:

Evelyn Holman, New York; Steven Webb, Washington

HML Outstanding Friend of the League to Mark Edwards by Steven Webb

HML Outstanding Friend of Public Education

to Pedro Noguera by Charles Fowler by Gary Marx

Past Presidents Award to Gary Marx by Charles Fowler

During the annual meeting, board member James Harvey, executive director of the National Superintendents Roundtable (NSR) and Rich and Carolyn Bagin of the National School Public Relations Association (NSPRA) were recognized for their contributions to the indicators project.

### **Annual Meeting Promotion Strategy and Nature of the Event**

A strategy was developed to promote registrations for the HML Annual Meeting in San Diego. The strategy involved announcements in the online HML Update, items in the HML Post, a postcard reminder, and other vehicles. While annual conference attendance has dropped during recent years, registrations increased to approximately 75 by the time of the board meeting. We need to promote the value in attending this important Horace Mann League event. One focus has been on an opportunity to honor, meet, and greet our acclaimed award recipients. Another is the opportunity to spend quality time with others whose leadership for public education has been so exemplary that they have been invited to become members of the organization.

During discussion, board members emphasized the importance of including an actual returnable registration form visible on each promotional piece that is distributed, in addition to the electronic registration address. Barron noted that, in her district, registration such as this cannot be completed online. Marx suggested that, in place of sending a postcard only suggesting electronic registration, a perhaps one- or two-page item, including a registration form, along with a return envelope, be mailed to members and others likely to attend the meeting.

The importance of this promotion cannot be overemphasized, since the size and interest of the group attending the annual meeting has prime implications for both attracting award recipients and sponsors for the event, as well as a symbol of viability for the League itself. Three corporate sponsors contributed to the 2015 Annual Meeting.

Some board members have asked for consideration of a different venue for the meeting. One that is frequently mentioned is a reception later in the day, which might be fully sponsored and not conflict with existing National Conference luncheons. While no decision is expected on that issue during this meeting, we should devote a few minutes to expressing multiple points of view for further discussion at the summer planning meeting.

### **HML Programs at AASA, ASCD, and NSBA**

During a 2010 summer planning meeting, the League set as one of its goals the development of relationships with other education organizations. Noted earlier in these minutes was a January 2015 meeting with the Learning First Alliance.

Since 2010, the Horace Mann League has succeeded in scheduling programs at some major conferences and held a personal meeting with then ASCD Executive Director, Gene Carter. With few exceptions, the League has presented programs at national education conferences each year, generally at ASCD. For example, early in 2014, Jim Harvey, Martha Bruckner, and Gary Marx presented a program on indicators during the March ASCD Annual Conference in Los Angeles. HML programs were also included on ASCD programs in 2011 and 2012.

Scheduled programs for 2015:

- At the ASCD Annual Conference in Houston, March 21-23, 2015, Christine Johns-Haines and Laurie Barron will present an HML session devoted to "Personalizing in a High-Stakes World." The session is scheduled for Saturday, March 21.
- At the NSBA Annual Conference in Nashville, March 21-23, 2015, an HML program will be devoted to "Understanding International Comparisons." On the program will be Jim Harvey, Mark Edwards, Steven Webb, and Edri Geiger, a Director of the Vancouver Public Schools.

- At the AASA National Conference on Education in San Diego, February 26-28, 2015, the HML program will address "International Assessments." On the program will be Christine Johns-Haines; Utica, Michigan, Chief of Staff Robert Martin; Charles Fowler; and Jim Harvey.

**HML Budget, Assurance of Filing Exempt and Corporate Status** Required Reports, Audit/Financial Review

Executive Director Jack McKay reported actual income for 2014 totaled \$49,331, compared to a projected \$47,000 for the year. Actual expenditures totaled \$47,688 during 2014 compared to a projected \$46,300. Total income over expenditures was \$1,643. The executive director, as he has during several recent years, paid himself \$16,500 for the year vs. the \$20,000 that was budgeted. Revenues and expenditures for 2015 were originally projected at \$49,500 but were adjusted to accommodate a new fee arrangement with the executive director. McKay noted that 2014 expenditures included specific amounts for 3rd and 4th quarter Social Security, Medicare, and Federal Unemployment Tax. He pointed out that he has retained a CPA to assist in preparation of both state and federal reports that are due quarterly and annually and to compute and ensure payment of any required fees or taxes. An audit or appropriate financial review process should begin as soon as possible as called for in the new adopted Bylaws and Policies. In voting to accept previous items in conjunction with the executive director's evaluation, the board increased the proposed and approved a 2015 budget of \$55,000.

**Budget Tables**

The following revenue and expenditure tables were developed by Executive Director Jack McKay:

Table 4 Revenues for 2014

2014 Final Budgeted, Actual and Percent

2014 Final	Budgeted	Actual	Percent
Regular	\$28,000.00	\$25,570.00	51.83%
Retired	\$3,500.00	\$5,100.00	10.34%
Books/Prints	\$3,000.00	\$3,500.00	7.09%
Luncheon	\$4,000.00	\$2,406.00	4.88%
Sponsors	\$8,000.00	\$12,000.00	24.33%
Donations	\$500.00	\$755.00	1.53%
	\$47,000.00	\$49,331.00	100%

Ending Balance (Carryover to 2015) \$ 7,702.46

Certificate of Deposit- US Bank \$11,198.20

Table 5. Proposed Revenues for 2015

Item 2014 Actual 2015 Proposed

Item	2014 Actual	2015 Proposed
Regular Dues	\$25,570.00	\$31,000.00
Retired Dues	\$5,100.00	\$5,000.00

Books/Prints	\$3,500.00	\$3,500.00
Iceberg Report	\$0.00	\$500.00
Luncheon	\$2,046.00	\$2,500.00
Sponsors	\$12,000.00	\$10,500.00
Donations	\$755.00	\$2,000.00
TOTAL	\$49,331.00	\$55,000.00

Table 6. Proposed Expenditures for 2015

<b>Budget Area</b>	<b>2014 Actual Expenditures</b>	<b>2015 Proposed Expenditures</b>
Supplies	\$1,404.43	\$1,500.00
Postage	\$2,943.44	\$3,000.00
Printing/Publish	\$3,501.45	\$3,000.00
Executive Director	\$16,500.00	\$23,000.00
IRS-State Taxes	\$850.00	\$2,100.00
Annual Mtg.	\$9,369.48	\$9,000.00
Summer Board Meeting	\$5,990.65	\$5,000.00
Books (Art of Teaching)	\$3,343.65	\$2,500.00
Display/Shipping	\$260.77	\$100.00
Memberships	\$856.00	\$800.00
Technology	\$2,569.51	\$2,500.00
Press	\$259.00	\$0.00
Refunds	- \$159.95	\$0.00
Balance	\$0.00	\$2,500.00
TOTAL	\$47,688.43	\$55,000.00

### **Revenue Sources and External Support**

In a report, President Gary Marx noted that during its Stanford planning meeting, the board considered and adopted a proposal for guiding the organization in dealing with Corporate, Organizational, and Political Relationships, including Contributions. Those guidelines have been approved by the board as part of HML Policies, replacing a previous endorsements item that no longer served the organization's purposes.

As a dues-based organization, HML has generally faced funding challenges. The League needs to develop additional non-dues sources of revenue, from additional products and services to a more strategic approach to attracting funding from individuals and organizations that want to

support HML and its public education mission, Marx said.

He expressed gratitude to dedicated members who help with funding and said the organization may wish to develop funding clusters of specific areas where support is needed. Marx also said he hoped HML would identify members of a Funding Task Force, made up of members and others who have historically been successful in these types of efforts.

During February 2015, a Past President Onward to the 21st Century Fund Drive was launched, asking those who held that distinction to contribute to the League.

HML is an IRS 501(c)(3) tax-exempt organization which means appropriate deductibility is possible with dues and contributions. It is also a not-for-profit corporation.

The following are among several sound approaches to producing non-dues revenue:

1. An operational fund drive is in planning stages.
2. Limited advertising, the type we see in other education publications, may be a possibility and a necessity. A banner ad in an HML newsletter could yield \$5,000 or more per year.
3. Initiating prominent projects or activities, such as public education project that engages members could likely lead to a product that would produce substantial revenue for the League.
4. A fund drive has been mentioned to support an ad buy in a major national newspaper.

These additional approaches to non-dues revenue are explored in the roadmap which follows this agenda item:

**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.

### **Sale of HML-Related Products.**

Plans should be made to offer additional copies of the indicators summary report for sale in bulk to members and others. As noted earlier, 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. Sale of HML prints would also fit into this category.

**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, such as a luncheon, an appropriate fee should be included in the sponsorship payment to cover overhead. Of course, payment of actual cost as an in-kind contribution is valuable to HML. However, organizational overhead for HML should be included in an appropriate amount, whenever possible, would help cover operational costs.

Marx suggested consideration of advertising, consistent with policy, in the HML Post, perhaps starting with a banner ad, to provide additional and needed revenue for the organization.

### **Possible Collaboration with Century Club**

Tom Shelton and Lisa Faherty, representing the AASA Century Club attended the first hour of the HML board meeting. HML Past President Spike Jorgensen has asked that the two organizations consider how they could possibly work together. Conversations continue about how HML and the Century Club might collaborate on future luncheons and programs.

### **Review of Roadmap Based on Work of Stanford Committees**

As part of the 2015 summer planning meeting at Stanford, work committees were formed to suggest possible strategies and activities in three areas: communication/marketing/identity; membership; and funding. Based on reports and various communication among members of those groups, and building on those ideas, a roadmap was developed in consultation with officers and shared with members of the board. That roadmap serves as a guide for the League in pursuing or improving its operations moving forward.

Marx asked that members of the board continue to review the roadmap and consider what additional activities might enhance areas such as membership, communication, and funding.

### **2015 Summer Board Meeting**

Tentative dates and locations were discussed for the HML summer board meeting. This event generally includes a longer look at the League's needs and periodically engages board members in extensive planning. Among potential sites mentioned have been Columbia University in New York City, Harvard University in Boston, Howard University in Washington, D.C., and O'Hare International Airport in Chicago. 2015 President Chuck Fowler and Executive Director Jack McKay will survey officers and directors to determine the date and location of the meeting. Fowler observed that with all the major initiatives under way at HML, there was board consensus that a well-attended summer board meeting would be critical in implementing the "rebranding" of the League. He noted that it is difficult to achieve a great deal during a board meeting prior to the annual luncheon, especially when many board members must leave the meeting or not attend because of other obligations connected with the AASA National Conference. Steven Webb suggested consideration of streamlining the meeting process through use of a consent agenda.

### **2016 Annual Meeting**

While the nature of the meeting continues under discussion, McKay suggested tentative dates for the February 2016 board and annual meetings, traditionally held in conjunction with the AASA National Conference on Education. That meeting is scheduled for February 11-13, in Phoenix, Arizona.

Tentative HML dates include include:

The HML Winter board meeting is scheduled for 2:00 p.m. until 5:00 p.m., Thursday, February 11, 2016, in Phoenix, in conjunction with the February 11-13 AASA Conference.

The HML Annual Meeting is scheduled for 11:45 a.m. until 1:30 p.m., Friday February 12, 2016, also in Phoenix.

### **Adjournment**

The meeting was adjourned at 5:00 p.m.

## **Attachments**

Horace Mann League Bylaws and Policies  
Adopted by Board, 2014.

Bylaws Adopted at Annual Meeting, Feb. 27, 2015.

### 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 which 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 which 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 which 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 VII – 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.

### **Policies Horace Mann League Policies Adopted by the Board, 2014**

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 which 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 which 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 which 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 which 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.

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

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 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.

#### 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 which 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.

### Operations Task Force Announcement of Process

The following is an announcement, shared with members of the HML Board, about formation of an Operations Task Force to review and address concerns arising from entity and other operational challenges.

An Operations Task Force, made up of HML officers, has been reviewing and updating the League's foundational documents that will guide the organization moving forward. While every organization needs to do this from time to time, the sense of urgency was heightened by recent issues related to our corporate and 501(c)(3) status, plus membership, communication, and ongoing funding challenges. Those needs and opportunities for further development were identified by the Board during its June planning meeting at Stanford University. Again, like other institutions, HML is expected to demonstrate that it is taking steps to shape itself to meet the needs that accompany a fast-changing world. The HML president asked President-Elect Chuck Fowler to lead the Operations Task Force. With help from all officers and the Executive Director, and with invitations for counsel from Ken Bird and Martha Bruckner, Chuck has been clarifying and drafting possible Bylaw and Policy changes which will help guide the day-to-day

and longer term work of HML in supporting our nation's public schools. The timeline for the process includes:

- Draft Bylaws, Policies, and Executive Director Job Description reviewed and ratified by officers by September 3, 2014.
- Draft officer-ratified Policies and Job Description distributed by email to HML Board members for review the first week in September. Comment period until September 15.
- By October 1, final recommended Policies and Job Description distributed by email to Board members for approval. Electronic responses requested by October 7.
- By October 10, draft officer-ratified Bylaws distributed by email to HML Board members for review. Comment period until October 17.
- By October 24, final recommended Bylaws distributed by email to Board members for approval. Electronic responses requested by October 31.
- On or before January 20, Board-approved Bylaws will be electronically distributed to HML members for review and approval. Electronic responses, including questions and comments, requested by January 27.
- Announcement to Board and distribution of printed materials for information at the February 26, 2014, meeting.
- Distribution and Comments on Bylaws during HML Annual Meeting, February 27, 2014, with a floor vote on ratification.

**AGREEMENT By and Between THE HORACE MANN LEAGUE OF THE UNITED STATES OF AMERICA, INC.**

**(Tax ID No. 47-2222774)**  
**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 engages the services of Dr. Jack McKay (hereinafter "The Contractor") and The Contractor accepts such engagement 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 Contractor in said role, the details of which are contained in the attached Description of Contractor Duties, The League agrees to pay The Contractor a fee of \$23,000, inclusive of all related expenses, to be paid in equal installments on the last day of each month, beginning January 31, 2015.

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

It is the intention of this Agreement to secure the personal services of The Contractor, 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 the performance of additional work by The Contractor 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 2015.

Board of Directors  
The Horace Mann League of the United States of America

By \_\_\_\_\_  
President

Dr. Jack McKay

By \_\_\_\_\_  
Dr. Jack McKay

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

#### CONTRACTOR'S RESPONSIBILITIES IN CARRYING OUT THE WORK OF THE 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.

**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 to 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.

## **The Horace Mann League of the United States of America**

### *Action Plan for Membership, Recruitment, and Engagement*

(Developed by Christine Johns-Haines with updates of numbers and activities as appropriate.)

### **History of HML Membership**

The membership graph below highlights participation from calendar year 2000-2014. In 2004 and 2005, there was a significant drop in membership of approximately 400 individuals. This decline continued in 2006, at the beginning of the recession and with the rapid expansion of social media, and then leveled with yet another drop in 2013. *That drop of 651 members was reversed in 2014 when HML attracted 86 new members and net membership increased to 583. That momentum must be maintained and enhanced if HML is to sustain itself as a viable organization.*

The graph above identifies the total number of new members enrolled each year. During the last decade, nearly 60 or more new members were recruited each year. In other words, HML recruited approximately ten percent of its total membership each year. This represents more members than the total membership today of 589. An observation that is drawn from these data is that HML must engage and retain membership as it recruits new members. Recruitment alone will not build and maintain the membership base that is necessary to sustain the organization.

### **Current Types of Membership**

General membership includes annual dues of \$85.00 and retiree dues of \$50.00. HML Friends and graduate students are \$25.00. Lifetime members pay a onetime fee of \$500.00.

## **Current Retention Strategies**

Each month, letters of membership renewal are sent to all members who have not updated their membership. The “renewal” letter is sent to a former member, each month, for 12 to 18 months. After 12 to 18 months if the person has not renewed their membership after being sent “renewal” letters, the person is deleted from the membership list. There are a number of reasons for former members not renewing membership, e.g., changing positions and no forwarding information provided (we pay for a post office service to provide forwarding addresses), deceased, retired, and for some, no longer interested in continuing to be a member. *During 2014, two personal letters, signed by the HML president, were sent to past-due members asking them to renew. A new online newsletter, HML Update, was initiated to keep members informed about activities and accomplishments and to increase the sense of community.*

## **Current Recruitment Strategies**

The current strategy is to have each officer and director provide between 10 and 20 names of potential members each year. The officers and directors provide the names and addresses. The Executive Director, in turn, provides the nominator with an individualized letter to be signed, a sending stamped envelope, a return stamped envelope, and a HML membership brochure (the nomination packet). The nominator then signs and mails the letters to the individuals. It is suggested that the nominator follow-up each letter with a personal phone call or personal note encouraging the person to join the League. *During 2014, HML initiated an “Every-Member-Get-A-Member” Campaign. Each member was twice invited to submit nominations.*

## **Current Engagement Strategies**

The current engagement strategy includes online and print newsletters that are generally informational, but not interactive. Additionally, members who attend the American Association of School Administrators (AASA) conference may have an opportunity to learn more about HML, receive an update on the organization, and interact with other members at the annual HML meeting. *An HML Advisory Council has been created to further engage members and others, such as award recipients, in the League. The newly created HML Update provides ongoing information to stimulate interest and let members know about opportunities to become engaged. A periodic HML Board Update provided ongoing information to board members.*

## **Highlights of the June 2014 Strategic Planning Process**

Objectives:

1. By 2014, HML will develop a message and implement a marketing campaign to increase visibility and communication to help shape the HML identity. *(During the year, HML developed systematic approaches to communication and promotion. HML’s identity took a significant leap forward with release of an indicators study that attracted attention from national and international media and top national education leadership groups.)*
2. By November 2014, HML will identify, solicit, and secure an additional \$100,000.00 of funding for HML. *(HML achieved 501(c)(3) tax-exempt status in November of 2014.*

*Until then, and for approximately 13 prior years, both tax-exempt and corporate status had lapsed.)*

3. *By 2019, membership will increase by 20% per year in each of the next five years (2015, 2016, 2017, 2018, and 2019).*
4. By June 2015, HML will initiate at least two nationally prominent projects that will positively focus attention to the work of HML.
5. By June 2015, conduct critical conversations with recognized educational “influencers” (disrupters) on the process of improving America’s public schools and the role the HML should play in the improvement process. Specific focus should be given to HML organizational development and transformation in these conversations. *(Over several years, HML and the National Superintendents Roundtable developed an indicators study, released in January 2015. An earlier item notes the scope of this project as an influencer. Annual award recipients are also among key education influencers in the nation.)*
6. By 2017, the HML Organization will establish twenty-five (25) HML Chapters at schools of education in the USA.

Suggestions:

At the Board of Directors meeting on June 19-20, 2014, the following ideas were generated to increase identity and to recruit new members:

- **To increase HML membership by 20% per year in each of the next five years.**
  - “Christine - Membership, co-chairman” Recommend plan. . .
  - Task Force
  - Assigns Team Members Call of Action
  - Short-term Campaign,
  - Long term What makes HML valuable
- **Membership recruitment campaign**
  - Board
  - History
  - Next generation of leaders to be next members
  - Web site, letters, membership list
  - Social Media Outreach, donate immediately, twitter, auto goes unless cancelled!
  - Every member get a member
  - Meeting attendance bring HML packet envelope (fact sheet)
  - Letters
  - Developing Lists, e.g. 400 largest districts (wrote to 140 letters more than once)
  - Everyone loves a deal!
  - Flash mob membership drive “May 4<sup>th</sup> be with you!”
  - Target 100 non-members and reach out to them, e.g. letter about Stanford meeting and selected you as potential members and offer them something, e.g. 10 top leaders present.
  - Paid memberships for a year paid by \_\_\_\_\_!
  - \$500 lifetime member and then ask for donation.
  - Create a president’s council and us for support new members.

- Go outside current membership of Board.
- New York Times
- Local Chapters?

o **Redefine our membership base**

- Missing principals, teachers, and concentrated effort to at least 5 of ea.
- Organizational member
- Who we are and who we are soliciting?
- E.g. Chamber of Commerce, United Way

o **Non-renewal Follow-up**

- Perform previous analysis, why they did not renew?

**Strategic Actions:**

**Establish a committee** to develop the process of increasing the membership of HML by 20% per year for the next five years (approximately 80 to 100 new members per year). [Note: Goal as defined by Board of Directors at annual meeting.]

Committee Members: Christine Johns, Laurie Barron, Martha Bruckner, Jack McKay

**Maintain Current Recruitment Strategies**(through 2014 and/or early 2015)

- Jump start current recruitment efforts by creating a renewed sense of urgency and purpose
- Review materials for quality (application, letters, etc.)
- *Every member gets a member (Membership at the time of the June 2014 meeting was 522; therefore the target set at that meeting was 522 new members by December 2014 and/or by the first quarter of 2015 - April). Achievement of this effort would result in 1044 total members and in the range of 2001 to 2003 levels of membership. Please note this means 100 percent retention of current members.*

**Develop annual membership goals(January 2015 – December 2019):**

- By December 2015, HML membership will increase from 583 to 626 individuals (43 members). *(Actual number of new members during 2014 was 86, 22 more than each of the previous two years bringing net membership on December 31, 2014, to 583. The new member increase tied for third place among during the past 15 years and compares with 110 new members in 2008, 87 in 2011, and 86 in both 2009 and 2014.)*
- By December 2016, HML will increase from 626 to 750 individuals (124 members).
- By December 2017, HML will increase from 750 to 900 individuals (150 members).
- By December 2018, HML will increase from 900 to 1080 individuals (180 members).
- By December 2019, HML will increase from 1080 to 1296 individuals (216 members).



*Please note the above goals assume a retention rate of 100 percent.*

### **Develop an Engagement and Communication Plan**

- Redesign HML website. The redesign may include but, not be limited to:
  - o Professional design
  - o Intuitive navigation (information is user friendly and accessible)
  - o Quality and sharable content
    - Enable two-way communication through on-line communities.
  - o Alerts to new content through newsletter, publications, etc.
  - o Online forums
  - o A blog
  - o Online surveys
  - o Via social media
    - Develop a Quality Information and recruitment kit to include, but not limited to:
      - o Compelling case for joining HML
      - o Annual report brochure or executive summary (*Using the new HML Update format, the 2014 president, near the end of his term, shared an online report on activities and accomplishments with all members.*)
      - o Support materials

*Note: The HML web site has vastly improved.*

### **Redefine Types of Membership**

**Current Member:** Current members pay annual membership dues as prescribed by the HML Board of Directors. A HML member is considered current if the “paid through” date has not yet expired. The “paid through” date is the last day of the month of an individual’s term of membership. This date is also referred to as the renewal date or expiration date.

**Life Member:** A life member is an individual who paid dues in the sum of \$850.00 (*two other items put the price at \$500*) and has the same status of a current member, but is not required to pay annual dues. All past presidents shall be accorded automatic life membership in HML.

**Retired Member:** A retired member is an individual who is retired from public school service but was previously a current member of HML.

**Project Member (New):** Project membership status may be granted (by the HML Board of Directors) to any individual and/or group wishing to offer financial support to help further the mission, goals, and special projects of HML. *(We discussed two prominent projects per year that would positively focus attention to the work of HML. Why not recognize them as a project member?).*

**Partner Member (New):** A partner membership may be granted (by the HML Board of Directors) to corporate sponsors who make a financial donation. (There may be levels of sponsorship, i.e., Platinum-\$10,000, Gold-\$5,000, Silver-\$2,500, Bronze-\$1,000).

### **Establish Quarterly Membership Communication Timeline and Retention Report**

- Update membership list to include name, title, membership status (current, new, life, retired, prospective, etc.), date of original membership, and renewal date.

### **Launch “new” Membership Campaign (January 2015 and/or early first quarter)**

- Produce a written and compelling case for joining HML
- Print campaign materials: letters, application, welcome packet, etc.
- Develop communication plan for recruitment, retention and engagement
- Committee members meet to identify, rate and evaluate all new prospects
- Management and stewardship of ongoing program

**Please note that before we can detail what a new membership campaign may entail the HML Board of Directors will need to agree on a number of issues. These may include the types of membership, materials, communication plan, how we plan to engage and retain membership, the goals, key terms, etc. Additionally, HML needs to resolve a number of operational issues before launching a full-scale recruitment effort.**

### **Glossary of Terms**

**Current Member:** Current members pay annual membership dues as prescribed by the HML Board of Directors. An HML member is considered current if the “paid through” date has not yet expired. The “paid through” date is the last day of the month of an individual’s term of membership. This date is also referred to as the renewal date or expiration date.

For example,

**Dues:** The annual fee(s) set by the Board of Directors to be a member (current, life, retired, project, or partner) of HML.

**Engagement:** The ability of HML to give voice and actively involve its members in two-way communication in which they share or exchange information and ideas in virtual communities, on-line networks, or face-to-face.

**Former Member:** A former member is any individual who has lapsed, not paid, his/her membership dues by the end of the month in which their membership must be renewed or will expire and did not reactivate membership.

**Life Member:** A life member is an individual who paid dues in the sum of \$500.00 and has the same status of a current member, but is not required to pay annual dues. All past presidents shall be accorded automatic life membership in HML.

**New Member:** A new member is an individual who is joining HML for the first time. This individual has completed the membership form, remitted the appropriate dues payment, and has been entered into the membership database.

**Nonmember:** A nonmember is an individual who has never submitted a membership form to HML or paid dues.

**Prospective Member:** A prospective member is any individual who is not currently a member, but is eligible to join because they share the ideals of Horace Mann by advocating for public education as the cornerstone of American democracy.

**Reinstated Member:** A reinstatement occurs when a member reactivates his/her membership after dropping that membership for more than 30 days after his/her “paid through” date. The reinstated member is given a new 12-month term of membership.

**Renewal:** A renewing member is one who pays his/her membership dues within a specified timeframe to receive continuing membership. (This is usually 30 days prior to the member’s renewal/expiration date).

**Welcome Packet:** Quality information sent to new and reinstated members to acknowledge their membership. The packet may include a welcome letter from the president, our vision, an annual report, current projects or accomplishments which demonstrate HML is in good standing.

#### **4. Current Membership Status and Progress**

##### **A Strategy for Ongoing Recruitment and Retention of HML**

**Members Information/Discussion, Exhibit #2, Membership Strategy and Information**

**Membership Recruitment:** During 2014, HML welcomed 86 new members, approximately a 20 percent increase over the number who joined us during each of the previous two years. The net year-end membership total stood at 583, compared to 553 and 533 the previous two years. Our HML board was generous in making nominations, as were those who responded to our *Every-Member-Get-A-Member Campaign*.

**Membership Retention:** Retaining our members is also important, so we've sent personal letters to those who may not have renewed lately. We have also increased internal communication to help members learn more about the work of their organization and recognize benefits for them.

**Membership Accounting:** In addition to playing a role in membership recruitment and retention, HML's executive director maintains membership rolls, handles distribution of membership information, bills for dues, and handles numerous other membership-related responsibilities.

(Vice President Christine Johns-Haines was asked and agreed to developing a strategy framework for membership recruitment and retention moving forward. She will present and discuss that strategy during the February 26 meeting.)

*(The graphs, shown within the following text, identify the total number of new members enrolled each year. During the last decade, nearly 60 or more new members were recruited annually. In other words, the HML grow approximately ten percent of its total membership each year.)*

Table 1. Membership by Year (As of May 2014)



Table 1A. Membership per year (As of December 31, 2014)

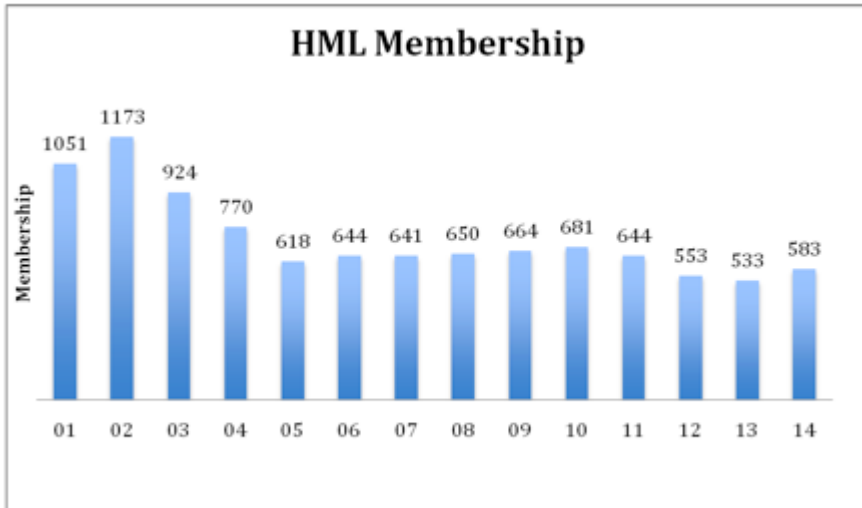


Table 2. New Members per year (As of May 2014)

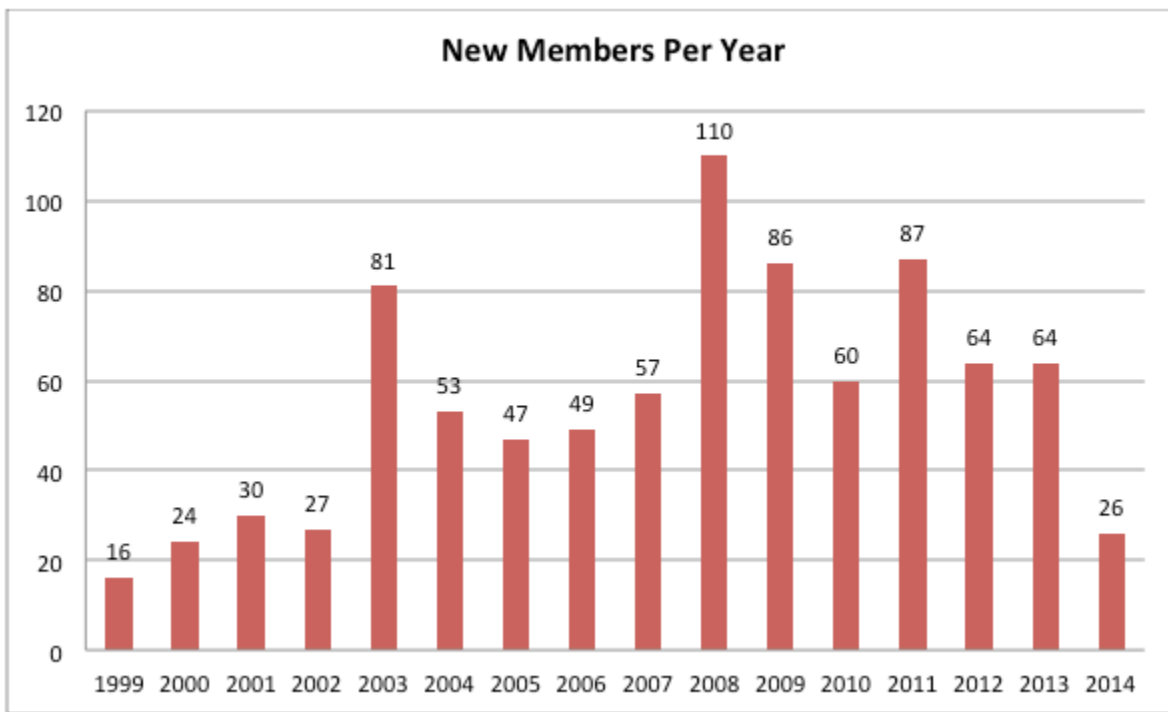
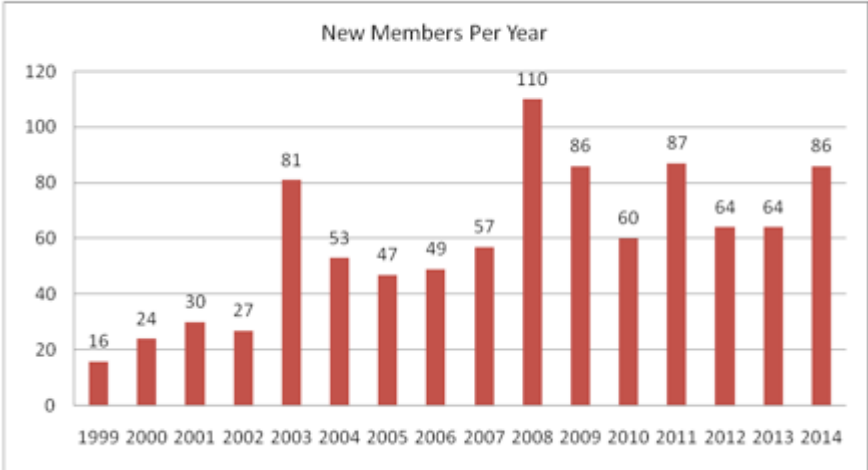


Table 2A. New Members per Year (as of December 31, 2014)

**Table 2. New Members per year**



**Table 3. Membership by State and Year**

State	01	02	03	04	05	06	07	08	09	10	11	12	13	14
Alaska	28	26	17	10	5	5	6	6	7	7	5	7	7	6
Alabama	5	2	5	5	4	4	3	3	2	4	4	2	3	4
Arizona	16	17	22	28	12	15	16	16	15	13	13	11	12	12
Arkansas	7	9	12	10	6	6	5	5	5	5	3	2	2	2
California	52	64	64	40	23	25	24	24	27	22	23	19	20	21
Colorado	26	29	26	20	8	10	10	12	13	14	9	6	6	4
Connecticut	26	27	22	19	9	9	9	9	10	10	9	9	8	13
Delaware	5	4	4	3	1	1	1	1	1	1	1	1	2	2
Dist. Columbia	4	5	6	5	2	2	2	4	3	3	4	4	4	4
Florida	31	32	20	18	20	20	19	17	16	16	17	13	10	9
Georgia	27	26	18	14	9	9	9	9	9	10	7	7	10	13
Hawaii	0	0	0	0	1	1	1	1	1	1	1	1	1	1
Idaho	2	5	6	6	4	4	4	4	5	5	4	4	4	5
Illinois	41	119	149	136	123	124	123	122	121	124	134	125	118	135
Indiana	6	8	6	6	8	8	7	5	5	5	6	3	3	2
Iowa	12	21	18	26	14	15	15	15	16	15	16	13	11	11
Kansas	6	6	3	4	3	4	4	4	4	3	2	2	2	2
Kentucky	4	3	2	2	2	2	1	1	1	1	3	1	2	2
Louisiana	1	2	1	3	3	3	3	3	3	3	3	3	2	2
Maine	2	2	1	1	1	1	1	1	1	1	1	1	2	2
Maryland	16	19	16	16	14	14	14	14	13	14	24	22	20	18
Massachusetts	20	14	7	10	15	21	23	18	31	28	14	13	13	14
Michigan	22	23	10	10	9	9	9	9	7	9	9	7	9	18
Minnesota	12	18	14	13	8	8	8	9	9	8	5	5	5	5
Mississippi	8	25	6	6	2	3	2	2	2	2	2	1	1	1
Missouri	14	24	22	14	7	10	14	15	15	14	7	6	7	7
Montana	10	9	7	4	3	3	3	3	3	3	3	2	3	4
Nebraska	83	78	69	50	39	42	44	47	48	49	34	33	31	32
Nevada	6	7	9	6	4	3	4	5	6	5	5	3	4	4
New Hamp.	4	3	1	2	3	3	3	3	3	3	3	2	3	4
New Jersey	71	66	35	25	19	20	21	21	21	25	20	18	16	18
New Mexico	7	6	4	4	2	2	4	4	5	5	2	2	2	
New York	76	73	36	35	35	36	35	36	38	35	43	35	30	31
N. Carolina	47	39	23	26	33	30	26	25	19	28	44	38	38	37
N. Dakota	2	3	3	2	1	2	0	0	0	1	1	1	0	2
Ohio	48	45	25	16	11	12	12	11	10	12	11	10	10	11
Oklahoma	8	9	6	3	2	2	2	2	2	1	2	2	2	2
Oregon	15	13	11	6	3	3	3	3	3	3	3	0	1	1
Pennsylvania	46	44	26	18	8	12	13	14	14	12	9	6	5	6
Puerto Rico	1	1	1											
Rhode Island	1	3	2											
S. Carolina	20	18	12	8	6	8		8	9	10	5	4	4	4
S. Dakota	6	7	6	4	4	3	3	2	2	4	3	2	2	2
Tennessee	13	13	8	8	6	5	5	5	4	4	5	3	3	2
Texas	25	33	33	14	22	25	28	29	30	40	24	18	17	19
Utah	6	6	3	4	7	6	6	6	5	5	6	5	4	5
Vermont	4	6	5	4	0	2	2	2	3	3	0			0
Virginia	80	76	52	40	30	30	30	30	31	32	33	28	25	25
Washington	59	64	55	55	54	50	55	54	53	49	51	44	41	46
West Virginia	3	3	2	2	2	1	0	0	0	0	0	0		0
Wisconsin	9	7	7	9	9	9	9	9	11	12	9	9	8	12
Wyoming	7	10	5		2	2		2	2	2	2	0		1
Totals	1051	1173	924	770	618	644	641	650	664	681	644	553	533	583

*Review of The International Indicators Project Activities*

The **International Indicators Project**, a collaboration between the Horace Mann League (HML) and the National Superintendents Roundtable (NSR) with counsel and assistance from the National School Public Relations Association (NSPRA), opened another door. Following a news conference devoted to release of the indicators study, members of the HML-NSR

presentation team met with organizations affiliated with the **Learning First Alliance** to present and discuss the indicators study report.

Member organizations of the Learning First Alliance include: the American Association of Colleges for Teacher Education (AACTE); AASA: The School Superintendents Association; American Federation of Teachers (AFT); American School Counselor Association (ASCA); International Society for Technology in Education (ISTE); Learning Forward; National Association of Elementary School Principals (NAESP); National Association of Secondary School Principals (NASSP); National Education Association (NEA); National PTA; National School Boards Association (NSBA); National School Public Relations Association (NSPRA); Parents for Public Schools; and Phi Delta Kappa International (PDK).

**Volunteers** who provided professional support for the indicators project are generally thought leaders and educational influencers themselves. Communication about the study has reached some who play a role in forming **education policy, the media, educators and education influencers** at several levels, and numerous **other publics**.

Discussion has begun about initiating a “Scoreboards to Dashboards” project. The effort might help policymakers, educators, and others better understand and communicate the need for consideration of social and economic conditions, not just test scores, in looking at student and system performance. While viable education policy is essential, it must be supported by sound economic and social policies to provide a foundation for high quality public education.

**...Working with the News Media.** For the first time, prior to its February 2014, annual meeting, HML issued a news release to a short-list of news media announcing award recipients and changes in officers, while reinforcing the role of the organization.

Release of the indicators study, *School Performance in Context: The Iceberg Effect*, provided an opportunity for the League, working with the National Superintendents Roundtable (NSR), to collaboratively prepare a final news release, hold a January 20 news conference at the National Press Club, make multiple contacts with news media, and conduct numerous interviews.

Among those making news media contacts in preparation for the news conference were: the National School Public Relations Association (NSPRA); a public relations firm that serves the Learning First Alliance (LFA); an HML officer; a seasoned association executive who communicated with national education organizations and state associations, encouraging links to the study; a national leader in education policy circles; and Rhenda Meiser Communications, a firm employed by the National Superintendents Roundtable (NSR). Media received access to both text and video news releases, a collection of testimonials for the report, and an education fact sheet. NSR also arranged for distribution of the release by Public Relations Wire.

Those directly involved in the news conference were available for interviews before, during, and following the event. News coverage was substantial.