

Horace Mann League Board Meeting Packet

October 16, 2025

Noon Eastern

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Roll Call

Introductions of Directors and Officers

Please give a brief background your community, school district, and professional position.

Officers	Response to attend	Present
Kevin Riley		
Carl Hermanns		
Brent Clark		
Jack McKay (interim)		
Directors		
Ruben Alajandro (2)		
Jeanne Deweese (1)		
Toba Cohen-Dunning (1)		
Martha Bruckner (2)		
Linda D Hammond (2)		
Martin Brooks (2)		
Roxann Caserio (1)		
Jimmy Minichello (1)		
Tobin Novasio (1)		
Theresa Rouse (1)		
Jerry Thacker (1)		
Ray Sanchez (2)		
Mike Simeck (1)		
Louis Wool (1)		

Action Items

Should the Board Approve the Minutes of July 12, 2025?

July 12, 2025, Board Meeting

Meeting called to order by Kevin Riley at 12:05 pm

Members Present: Kevin Riley, Carl Hermanns, David Berliner, Ruben Alajandro, Toba Cohen-Dunning, Martha Bruckner, Maria Armstrong, Martin Brooks, Matt Krise, Jimmy Minichello, Tobin Novasio, Theresa Rouse, Jerry Thacker, Ray Sanchez, Louis Wool, and Jack McKay

1. Minutes of March 4, 2025.
Motion by Carl Hermanns, seconded by Ray Sanchez to approve the Minutes of March 4, 2025. Passed.
2. Financial Report
Motion by Motion by Jerry Thacker, seconded Carl Hermanns, that the financial report be accepted. Passed.
3. Extension of the Interim Director's term
Extension of the Interim Director's term extend until a suitable replacement is found.
Motion by Martin Brooks, seconded by David Berliner to extend the Interim Director's term until a suitable replacement is found. Passed.
4. Appointment of New Board Member
Motion by Martin Brooks, seconded by Carl Hermanns, that Michael Simeck, Superintendent in Deerfield 109 (IL), be appointed to serve a three-year term. Passed.
5. Discussion on Recruitment and Retention.
The following volunteered to serve on a special committee to develop a recruitment and retention strategy to be presented at the July 17th special meeting: Jeanne Collins-Deweese, Carl Hermanns. Maria Armstrong, Martha Bruckner, Toba Cohen-Dunning, Matt Krise, Jimmy Minichello, Tobin Navasio, Kevin Riley, and Jack McKay. (Date and time to be determined.)
6. Brief Discussion on the following topics:
 - a. Annual Yearbook publication of Democracy in Public Education
 - b. Benefits of being a member of the Horace Mann League
 - c. Presentations at state and national conferences on the League's work
 - d. Restructuring of the Board of Directors
 - e. Balance remaining to pay off the debt of the Democracy Conference
 - f. Classification of the membership by position
 - g. Timeline for selecting a new Executive Director
 - h. Possibility of an Annual Luncheon at AASA's Convention
 - i. Affiliations with like-minded educational associations
7. Adjournment

Motion by Maria Armstrong, seconded by Carl Hermanns, that the meeting be adjourned.

8. Next meeting of the HML Board of Directors is set for Thursday, July 24, 2025, at 12:30 pm, Eastern.

Respectfully submitted by Jack McKay.

Should the Board Approve the Notes of the Board Meeting, August 12, 2025?

Summary Notes of the HML Information Meeting

Riday, August 22, 2025

Participating: Rubin Alejandro, Martin Brooks, Martha Bruckner, Toa Cohen-Dunning, Jeanne Collins-Deweese, Carl Hermanns, Jimmy Minichello, Kevin Riley, Tobin Novasio, Mike Simeck, Jerry Thacker, Louis Wool and Jack McKay.

The Horace Mann League board discussed organizational restructuring, focusing on strengthening the current board rather than streamlining it, while exploring strategies for membership growth, funding sources, and advocacy initiatives.

Various approaches to financial sustainability, including sponsorships, foundation grants, and a proposal for board member contributions, with concerns raised about potential financial barriers for valuable contributors.

The conversation ended with plans for expanding membership through state partnerships, merchandise opportunities, and educational content development, with a follow-up meeting scheduled for September 5th.

Next steps

Individual Steps:

1. Carl: Create a shared folder containing the Google Doc and working documents for board members and send a link to all board members within the next couple of days.
2. Kevin and Jack: Review the organization's articles of incorporation regarding advocacy and lobbying restrictions.
3. Carl: Present 10 potential action steps incorporating suggestions from the shared Google Doc at the October meeting.
4. Carl: Continue documenting questions and suggestions from the board regarding the restructuring proposal.
5. Carl and Toba: Continue planning the presentation and reception at the National Association of Education Foundations conference in Phoenix.
6. Jack: Provide Jeanne with website access credentials for creating a coaching web page.
7. Carl: Share Tobin's collaboration proposal with the group.
8. Carl: Share information from the ASU "Prevent" grant with Marty for his school safety initiative.
9. Jeanne: Present her committee report at the October meeting if not covered in the current meeting.

10. Tobin: Continue providing resources for colleagues affected by mental health funding cuts.
11. Carl: Collaborate with Rebecca to develop a professional development Zoom series for state superintendent organization legislative lobbyists.
12. Carl: Update the board in October about the progress with the education foundations partnership.
13. Carl: Send everyone the link to the Southern Poverty Law Center resources.
14. Kevin and Jack: Start preparing the agenda for the October meeting and share it with the board.
15. Carl and Toba: Create a template for bringing Horace Mann League to state conferences and state conference presentations.
16. Jack: Provide bookmarks and membership brochures for the spring conference reception that Toba is supporting.
17. Jack: Explore using RedBubble.com for creating Horace Mann League merchandise.
18. Jack: Resend membership information to Barry Haybrock and Violet Glasshoff.
19. Carl: Obtain bookmarks and membership brochures from Jack for the Phoenix conference reception in March.
20. Carl: Send Jack email addresses of Arizona State University Department of Education contacts to receive the post.
21. Kevin: Forward membership information to Andy Rickley.
22. Jeanne: Help with updating bylaws to expand membership beyond superintendents and administrators.
23. Toba: Help support a conference reception to introduce Horace Mann League to attendees at the NAEF conference.
24. Martha: Suggest that each board member to host some sort of local panel discussion about public education and democracy.

For All Officers and Directors:

1. Board: Begin the process of finding a full-time Executive Director to replace Jack.
2. Board: Review, revise, and update the strategic plan.
3. Board: Consider revisioning, strengthening, and diversifying the board structure rather than restructuring to 5 members.
4. Board: Discuss the sponsorship model and funding strategies at the October meeting.
5. Board: Explore enhancing existing initiatives like Champions for Public Education, podcasts, and posts.
6. Board: Focus on developing the communications toolkit as a member benefit.
7. Board: Consider reviving the annual yearbook concept.
8. Board: Discuss potential changes to articles of incorporation at the annual meeting in February.
9. Board: Consider potential partnership with the National Association of School Boards.
10. Board: Review and consider narrowing down strategic priorities for the organization.
11. Board: Consider surveying membership about their expectations from the organization.
12. Board: Connect with their state education organizations to create partnerships and expand Horace Mann League's reach.
13. Board: Explore utilizing University of Nebraska at Omaha's educational leadership department as a research resource for position papers.

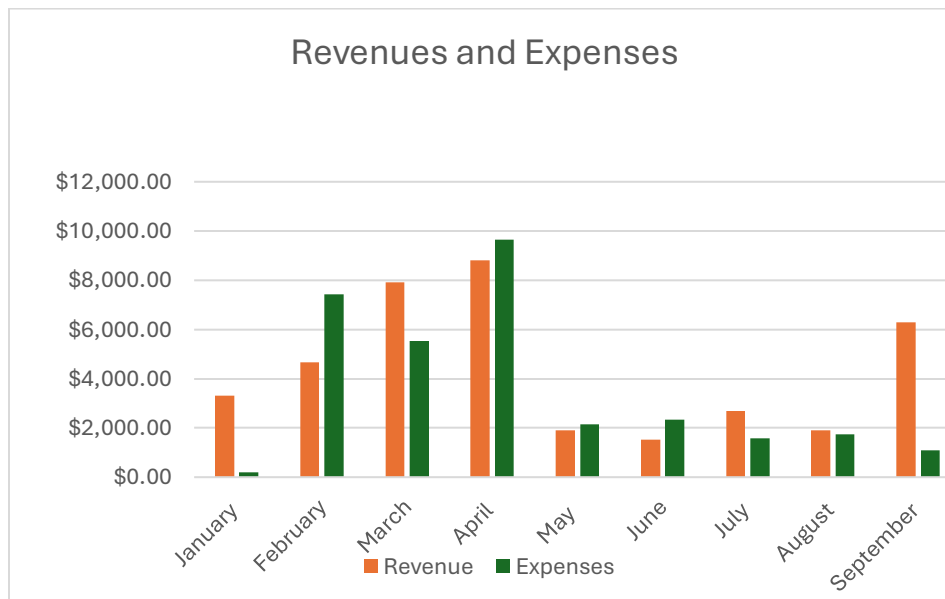
Should the Approve the Financial Status of the League

Bank Reconciliation

Bank		Revenue	Expenses	Ending
Start Bal.				\$5,795.16
January	5795.16	\$3,298.59	\$191.08	\$6,202.19
February	\$6,202.19	\$4,668.84	\$7,431.40	\$3,439.63
March	\$3,439.63	\$7,927.61	\$5,528.98	\$2,399.04
April	\$1,556.98	\$8,797.06	\$9,644.98	\$1,556.98
May	\$1,556.98	\$1,911.09	\$2,135.84	\$1,332.23
June	\$1,332.23	\$1,512.96	\$2,335.99	\$509.20
July	\$ 510.90	\$2,683.42	\$1,586.34	\$1,607.98
August	\$1,609.43	\$1,897.84	\$1,744.82	\$1,762.45
September	\$1,762.45	\$6,293.61	\$1,090.57	\$6,965.49
October	\$6,959.53			
November				
December				
Totals		\$31,690.00	\$25,775.19	

Highlights of Revenues and Expenses

1. Higher March revenues was from transferring savings and checking accounts.
2. High expenses in March and April were to pay off debt.
3. Higher revenues in September were due recruiting efforts of Brent Clark



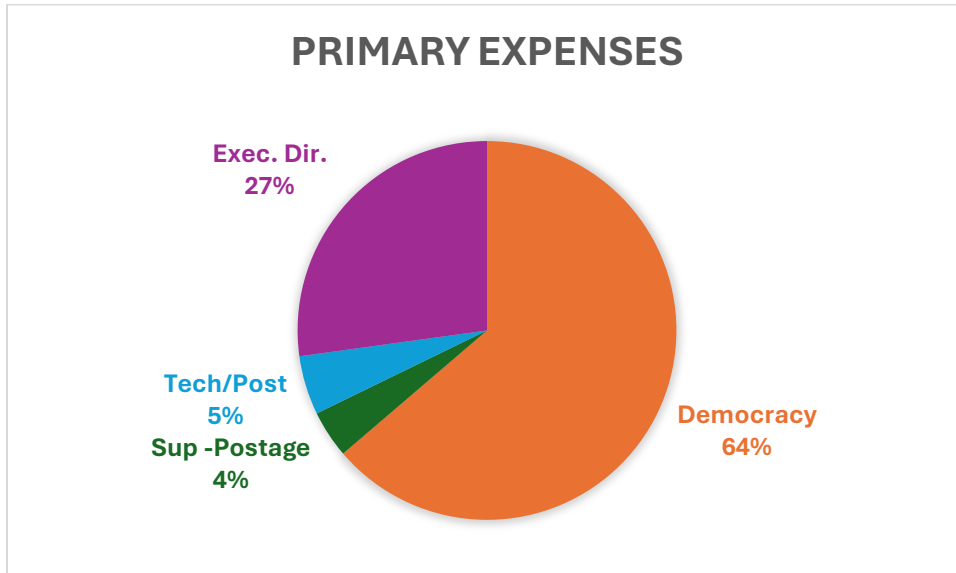
Major Revenue and Expenses Sources

Primary Revenue Sources

Savings	\$	5,750.00
Membership	\$	20,025.19
Total	\$	25,775.19

Primary Expenses

Democracy	\$	16,416.58
Sup -Postage	\$	1,042.34
Tech/Post	\$	1,298.78
Exec. Dir.	\$	7,000.00
Total	\$	25,757.70



Membership Gains and Losses

Members lost in 2025: 210

(Former members were deleted the database if dues were not paid after two monthly billings and two emails reminders).

Member gained in 2025: 75

Should the Board Approve the 2026 Annual Meeting in Nashville?

Background: The HML Annual Meeting in conjunction with AASA's Convention has existed for over 100 years. During the last 35 years, the Annual meeting featured leading advocates and authors who were recognized nationally. The attendance by members and guests ranged from a high of 175 (between 200 and 2017) to a low 30 members in the early 2020s.

The reason for the decline in attendance at the HML luncheon and annual meeting may be:

1. Decline in members attending the AASA Conferences.
2. Speaker, while high quality, were not as recognized nationally.
3. Cost of the luncheon increasing from \$40 to \$90.
4. The decline corporate partners to off-set the cost of the luncheon.
5. The limited or low-level promotional activities.

Conditional Planning Strategy for 2026 Annual Luncheon in Nashville.

1. Threshold of Officers and Directors attending (50%)
2. Threshold of Members attending (10%)
3. Threshold of corporate partners (at least two)
4. One or two awardees, (recommend one)

Locations:

2026, Nashville, TN: February 12-14.

2027, Atlanta, GA, February 25-27.

2028, San Diego, February 17-19.

Historical registrations

1964: 26,000 total registered (including family members)

1975: 18,000

2020: 2,400

2024: 3000

2026: Estimated, 4000

Possible Reasons for Decline in Attendance

The decline in attendance is less about the value of AASA itself and more about **budget pressures, local demands, and evolving professional development habits.**

Unless AASA finds ways to make the conference **more accessible, affordable, and directly relevant**, attendance is unlikely to rebound to historic levels.

1. Financial Constraints

- School district budgets are tight, and travel to national conferences can be costly.
- Public scrutiny of administrator travel expenses often leads boards to discourage or deny funding.

2. Increased Local Demands on Superintendents

- Superintendents' workloads have grown dramatically, with daily pressures from staffing shortages, community conflicts, and compliance with new regulations.

3. Travel Fatigue and Time Commitment

- Attending the AASA conference requires several days away from the district, often across the country.
- Many superintendents prioritize shorter, state-level conferences that are easier to attend with less disruption.

4. Rise of Virtual Professional Development

- Online webinars, state association trainings, and even AASA's own virtual offerings now provide accessible, lower-cost alternatives.
- Post-pandemic, many administrators see in-person national gatherings as optional rather than essential.

5. Perceived Lack of Direct Practical Value

- Some superintendents feel national sessions focus on broad policy themes rather than immediate, district-level problem-solving.

6. Generational and Career Stage Shifts

- Younger superintendents may not have established the same traditions of attending national conferences.
- Veteran leaders nearing retirement may opt out, reducing long-time attendees.

7. Political Polarization and Distrust

- National education conferences can sometimes reflect ideological divides, leading some superintendents to disengage if they feel the event no longer represents their perspective or local context.

8. Competing Professional Networks

- State superintendent associations, regional collaboratives, and niche leadership groups often provide stronger peer connections at lower cost.
- Many superintendents rely more on local networks for mentorship and professional growth.

9. Post-Pandemic Travel Shifts

- COVID-19 disrupted attendance habits, and many leaders (and their boards) never returned to pre-pandemic travel norms.

10. Board Pressure and Public Perception

In an era of increased scrutiny, superintendents sometimes avoid travel to avoid criticism for being away or perceived as "spending on conferences" while schools face financial pressures.

Suggestions for Revitalizing the League's Annual Meeting

Recommendations to Revitalize the League's Annual Meeting

1. Reduce Financial Barriers

- Offer tiered pricing, early-bird discounts, and "district bundle" registrations.
- Partner with sponsors to provide travel stipends for small, rural, or high-poverty districts.

2. **Hybrid/Blended Format**

- Maintain a strong in-person component while offering livestreams or “hybrid tracks” for those unable to travel.
- Archive sessions for on-demand viewing so superintendents can learn without missing local responsibilities.

3. **Stronger Practical Focus**

- Balance keynote speeches with hands-on workshops that address urgent superintendent concerns: staffing, community conflict, finance, AI integration, and school safety.
- Include case studies from real districts so leaders can see actionable strategies.

4. **Regional Accessibility**

- Rotate venues across different U.S. regions more frequently.
- Pilot “satellite hubs” in major regions where superintendents gather locally while connected virtually to the national event.

5. **Board-Friendly Programming**

- Invite school board members to attend tailored sessions alongside superintendents, framing the event as a leadership retreat rather than a superintendent-only trip.
- This can reduce criticism of travel by showing joint governance benefits.

6. **Showcase Innovation and Technology**

- Highlight emerging areas—AI in education, student mental health solutions, equity innovations, and governance reforms.
- Position the conference as the place to learn about the future of schooling, not just current challenges.

7. **Build Networking Value**

- Create curated peer groups by district size, demographics, or region to maximize meaningful connections.
- Include confidential “closed-door superintendent roundtables” for candid discussions.

8. **Smaller Learning Cohorts within the Conference**

- Develop “tracks” (e.g., rural leadership, large urban districts, first-time superintendents) so attendees feel their unique needs are directly addressed.

9. **Align with Pressing National Conversations**

- Address high-profile issues—funding threats, Supreme Court rulings, vouchers, student well-being, AI, and political polarization.
- Position the conference as the **national platform** for superintendent voices.

10. **Improve Public Perception**

Provide superintendents with “**Board Briefing Summaries**” after the conference to share with their trustees, showing tangible value from attendance.

11. **Big Picture:**

For attendance to rebound, the League should shift from being seen as a **large general gathering** to being seen as a **practical, accessible, indispensable leadership event**—one that pays for itself in improved outcomes for districts

Should the Board Approve the Reappointments of Officers and Directors?

Vice President:

Jeanne Collins-Deweese

Board member:

Douglas Burge, Superintendent, Zillah School District, WA., member for 21 years

Should the Board Select the League’s Awardees for 2026

The Board annually selected individuals for the three awards: (1) Outstanding Public Educator, (2) Outstanding Friend of Public Education, and the (3) Friend of the Horace Mann League. One or two of the “Outstanding” awardees is invited to speak at the Annual Luncheon. In the past, speakers were provided travel and lodging expenses. Some speakers have opted to do a virtual presentation.

2026 Outstanding Friend of Public Education:

(Usually a nationally recognized individual or organization contributing to the betterment of public education.)

2026 Outstanding Public Educator:

(Usually a nationally recognized individual or organization contributing to research relating to the of public education.)

2026 Outstanding Friend of the League:

(Usually a nationally recognized individual contributing to the betterment of the League.)

Past Awardees

Outstanding Public Educators	Outstanding Friends of Public Education	The Outstanding Friends of the League
2024 Dr. James Banks, University of Washington 2023 Dr. Dan Domenech, AASA Executive Director 2022 Dr. Gloria Ladsen Billings, University of Wisconsin 2021 Dr. Joshua Starr, CEO, Phi Delta Kappa 2020 Dr. Peter Smagorinsky, University of Georgia 2019 Dr. Henry Levin, Columbia University 2018 Dr. Carol Burris, Network For Public Education 2017 Mr. Richard Bagin, Exec Dir. NSPRA 2016 Dr. Gene Glass, University of Colorado 2015 Dr. Gene Carter, Exec. Dir., ASCD 2014 Dr. Larry Cuban, Stanford University 2013 Dr. Thomas Payzant, Harvard University 2012 Dr. Ken Bird, CEO Avenue Scholars	2025 Mr. Michael Rebell, JD, Center for Educational Equity 2024 Dr. Dr. Alfredo Artiles, Stanford University 2023 Dr. Gary Orfield and Dr. Patricia Gándara, UCLA’s Civil Rights Project 2022 Ms. Valerie Strauss, <u>The Washington Post</u> 2021 Col. Consuelo Castilla Kickbursch, Family Leadership institute 2020 Rev. Charles Foster Johnson, Pastors for Texas Children 2019 Dr. Jeannie Oakes, Professor of Education, UCLA 2018 Dr. Kevin Welner and Bill Mathis, NEPC 2017 Dr. Yong Zhao, University of Kansas 2016 Dr. Andy Hargreaves, Boston College	2025 Dr. Jack McKay, Former Ex. Dir. Horace Mann League 2024, Mr. Matt Krise, Executive Director, MAASS 2023 Ms. Kathleen Hurley, Author, and Dr. David Berliner, Researcher 2022 Dr. James Harvey, Past President HML, WA 2021 Ms. Christy Johnson, CEO Artemis Connections, WA 2020 Dr. Matha Bruckner, Past Pres. & MOEC, Omaha, NE 2019 Mr. Andy Schaefer, VP Discovery Ed. IL 2018 Mr. Jay Goldman, Editor AASA, VA 2017 Dr. Charles Fowler, Past Pres. HML, NH 2016 Mr. Gary Marx, Past Pres. HML, Vienna VA 2015 Dr. Mark Edwards, Pres. Mooresville, NC 2014 Ds. Julie Underwood, Past Pres., Madison, WI 2012 Dr. Spike Jorgensen, Past Pres. Tok, AK

2011 Dr. Michael Kirst, Stanford University 2010 Dr. John Goodlad, University of Washington 2009 Dr. Harry Wong, Author, and Presenter 2008 Dr. Carroll Johnson, Teachers College 2007 Dr. Linton Deck, Peabody College 2006 Dr. Gerald Tirozzi, Exec. Dir., NASSP 2005 Dr. Linda D Hammond, Stanford University 2004 Dr. Julie Underwood, NSBA 2003 Dr. Ted Sanders, Pres., Education Commission of the States 2002 Dr. Gerald Bracey, Author, and Presenter 2001 Dr. Paul Houston, Exec. Dir, AASA 2000 Dr. Jane Hammond, Sup, Jefferson Co. Schools 1999 Dr. Bob Slavin, John Hopkins University 1998 Dr. David Berliner, Arizona State U. 1997 Dr. Gordon Cawelti, A. for Curriculum 1996 Dr. Larry Lezotte, VP, Effective Schools	2015 Dr. Pedro Noguera, New York University 2014 Ms. Marian Wright Edelman, Children's Defense Fund 2013 Senator Mark Warner, State of Virginia 2102 Mr. Jack Jennings, Ctr. Public Policy 2011 Dr. Diane Ravitch, New York University 2010 Dr. Phil Schlechty, Education Consultant 2009 Dr. John Goodlad, U. of W. 2008 Ms. Wendy Puriefoy, Public Ed. Network 2007 Dr. Thomas Sobol, Comm. of Ed. NY 2006 Dr. Jonathan Kozol, Author 2005 Joyce and Larry Stupski, Stupski Fond 2004 Mr. Frosty Troy, <u>Oklahoma Observer</u> 2003 Dr. Mary Ellen Fitzgerald, Reader's Digest 2002 Mr. Richard Rothstein, <u>New York Times</u> 2001 Mr. Al Dietzel, VP The Limited Inc. 2000 Dr. Barry Lynn, Exec. Dir. American Way 1999 Dr. Lew Salmon, The Milken Foundation 1998 Governor James Hunt, North Carolina 1996 Mr. Richard Riley, U.S. Sec. of Education	2009 Dr. Ken Underwood, Consultant, FL 2006 Dr. Art Steller Hingham, Past Pres. MA 2005 Dr. Jack McKay, Exec. Dir., Pt. Ludlow, WA 2004 Dr. Terry Grier, Past Pres. Houston, TX 2003 Dr. Ken Bird, Past Pres. Omaha, NE 2002 Mr. Chad Wooley, Dallas, TX
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Should the Board Approve the League's Membership Recruitment Proposal

Jeanné Collins Deweese, Former Executive Director
March 4, 2025

In my two years as Executive Director, I had many ideas on membership recruitment, not all of which I was able to put into place as the task was daunting. Membership recruitment should be the focus of the entire board, not just the Executive Director. It is crucial to our success as an association but requires a great deal of work to make happen. Below are recommendations I bring for discussion with the full Board.

Target audience

- Current and retired superintendents
- District administration, especially those aspiring to superintendency
- Higher education professors, researchers and graduate students
- All state association leaders
- Other association leaders of any associations of similar bend as HML

Recruitment Strategies

- o **Personalized Outreach** –
- o o Have board members personally invite 5-10 potential candidates each year and provide information on the League's impact. However, this should not be an obstacle to being on the board as there may be other ways board members can contribute.
- o o Connect with **state association leaders**, working with Brent Clark, to reach out to all state association leaders and ask for their help in nominating 10 per state annually for existing superintendents and to nominate all new superintendents per year. Brent does this exceptionally well, often netting 30 new names a year.
- o Establish an **Ambassador** from membership in states where the state association does not wish to participate and support HML.
 - *Note, if we get 10 members per state per year, we would go up by 100 members per year, likely to generate an increase of \$10000 to \$17500 in revenue each year. That is not minimal and should be a priority process to garner new members
- o Do the same at **higher ed**- Is there a similar connection for higher education?
- o o **Strategic Partnerships** Collaborate with like-minded organizations to reach potential members.
- o **Identified Partnerships** Offer membership to all **HML award winners**. I recommend a complimentary membership their first year as part of their recognition and then billed renewal dues after that. Offer membership to all **state supts of the year** each year. To do this, it is best to buy the list of all supts with email addresses that is available at a cost of \$500 annually

- o o **Member Referral Program** – Use the POST and renewal letters to encourage current members to invite colleagues. This has worked well in the last year. Consider an incentive for referrals, such as bring in two members to get your next year's dues reduced or free
- o **Enhance Online Presence** – Strengthen our website and social media platforms to highlight membership benefits.
- o **Engagement /Networking Opportunities**
 - o Continue annual luncheon and reception at AASA
 - o Offer annual Conference on Democracy in Education. Keep it under 100 invited attendees to keep it a networking conference
 - o Increase our presence at key educational events to introduce our mission and recruit members
 - o With Ambassadors in states, have them attend state meetings and share information about being a member of HML
 - o Connect annually with Lifetime members to thank them, provide updates and seek donations or other commitment of support

Membership Categories

- o Review membership categories and consider the higher ed category in particular- it seems inordinately low. Perhaps raise to \$75?
 - o Offer a 6-month complimentary membership for a trial period after assuming the nominee has access to an employer who will pay dues. In other words, assume payment but in the letter offer a 6-month complimentary if a trial period is requested.
 - o Provide complimentary membership for one year to HML award winners and to Superintendents of the Year
 - o Develop a district level membership at a higher rate, such as \$500 for up to three members of a district. Each of those would get a renewal letter for individual dues or to create a district membership.

Outreach methods:

- Send renewals by mail with an advance email (through Constant Contact) that tells member to watch for the mailed letter and how to renew online. This is a proven strategy (mail plus email contact) to get attention better than just mail or email alone can.
- May/June reminders to members to let us know of position/address changes
- Use the POST to periodically encourage nominations

Key Messaging –

- The communication inviting new members should list benefits and values of the League, including the Post, annual luncheon, conference if we have one, podcasts, Champions of Education recognition and ability to network with others who believe in public education as a cornerstone of democracy. If we add benefits such

as the discounted coaching services and white papers, they should be included. See sample renewal letter as a base line.

- Public education is under assault and the country is being stratified by the use of private vouchers. This must be called out and emphasized. Being a member of HML means being a part of a network of professionals who see the dangers in this and believe in providing a quality public education for all students. Education is a public good, not a private good.

If approved,

The Executive director will:

1. Offer complementary membership to all HML award winners
2. Offer membership to all state superintendents of the year each year.
3. Buy the list of all superintendents with email addresses that is available at a cost of \$500 annually
4. Connect annually with Lifetime members to thank them, provide updates and seek donations or other commitment of support

The Officers and Directors will:

1. Board members personally invite 5-10 potential candidates each year.
Who? By When?
2. Establish a plan with the state associations for an ambassador from membership
Who? By When?
3. Select Ambassadors in states, have them attend state meetings and share information about being a member of HML
Who? By When?
4. Collaborate with like-minded organizations to reach potential members.
Who? By When?
5. Strengthen our website and social media platforms to highlight membership benefits.
Who? By When?

Should the Board Approve Meetings on a Quarterly or Monthly Basis?

Quarterly Benefits	Monthly Benefits
1. Efficiency of Time – Fewer meetings reduce scheduling demands on busy board members. 2. Big-Picture Focus – Quarterly meetings encourage strategic, long-term thinking instead of getting bogged down in operational details. 3. Cost Savings – Less frequent time or prep reduces administrative costs. 4. Encourages Delegation – Forces reliance on committees, officers, or the executive director to handle operational matters between meetings. 5. Higher Attendance Likely – Members may prioritize fewer, more meaningful meetings.	1. Timely Decision-Making – Issues are addressed quickly, preventing bottlenecks. 2. Deeper Engagement – Frequent touchpoints help directors stay informed and connected to the League’s work. 3. More Thorough Discussion – Smaller agendas allow for richer dialogue and deliberation. 4. Stronger Accountability – Regular check-ins ensure follow-up on commitments and progress monitoring. 5. Increased Visibility – Creates an ongoing sense of momentum for board members and the wider League.
Consequences 6. Overloaded Agendas – With limited time, agendas can become crowded, preventing in-depth discussion. 7. Slow Decision-Making – Urgent issues may wait months for formal approval, delaying action. 8. Weaker Engagement – Long gaps can reduce board momentum, connection, and awareness of ongoing issues. 9. Risk of Rubber-Stamping – Pressed for time, the board may default to approving reports without genuine dialogue. 10. Reduced Responsiveness – Less able to adapt quickly to external developments (policy shifts, membership changes, opportunities). 11. Quarterly meetings suit boards that are highly strategic, with strong committees or staff handling operational work between sessions.	Consequences 6. Time Burden – Monthly meetings may discourage participation, especially from busy professionals. 7. Risk of Micromanagement – Frequent meetings can drift into operational detail instead of strategic focus. 8. Meeting Fatigue – Too many meetings can reduce enthusiasm and dilute the sense of importance. 9. Higher Administrative Load – Executive Director and officers spend more time preparing agendas, minutes, and reports. 10. Potential for Redundancy – Without careful planning, meetings may cover the same ground repeatedly. 11. Monthly meetings suit boards that want stronger engagement, quicker decisions, and more oversight—but they risk sliding into tactical detail.

Consent Agenda - Reports

Report on the Membership Status

Membership by State

State	19	20	22	24	2025
Alaska	15	9	5	2	3
Alabama	5	3	1	1	1
Arizona	18	15	17	18	13
Arkansas	4	2	2	1	1
California	22	16	13	8	9
Colorado	6	5	5	3	1
Connecticut	15	8	12	6	6
Canada				1	
Delaware					
Dist. Columbia	2			2	1
Florida	13	5	10	8	4
Georgia	11	5	6	2	1
Hawaii	1		1	1	1
Idaho	5	3	2	2	1
Illinois	129	84	71	88	102
Indiana	4	2	3	2	4
Iowa	13	11	8	6	2
Kansas	2	2	8	1	1
Kentucky	2	1	2	2	1
Louisiana	0	0	0		
Maine	1	1	1	4	1
Maryland	7	1	1	2	3
Massachusetts	13	9	6	4	5
Michigan	16	10	6	5	3
Minnesota	5	2	1	2	
Mississippi	1	1	1	1	1
Missouri	5	3	5	3	3
Montana	7	6	6	6	5
Nebraska	36	30	34	38	30
Nevada	3	3	3	2	3
New Hamp.	4	3	2	3	3
New Jersey	12	11	7	8	6
New Mexico	1	1	1		0

New York	43	34	38	30	30
N. Carolina	19	14	5	4	4
N. Dakota		1	1	2	1
Ohio	9	1	4	4	7
Oklahoma	2	2	2		
Oregon	1	0			
Pennsylvania	5	4	5	2	2
Puerto Rico		0			
Rhode Island		0			
S. Carolina	2	2	3	6	5
S. Dakota	1	1			
Tennessee	4	1	1		2
Texas	10	7	8	10	7
Utah	4	2	3	1	
Vermont	1	5	9	11	8
Virginia	18	10	8	6	6
Washington	45	33	26	19	15
West Virginia					
Wisconsin	14	6	8	4	3
Wyoming	1	1			
Totals	557	376	361	331	305

Membership by Classification

Full Time	206
Lifetime	22
Retired	75
Current Members	303

Why Join the Horace Mann League of the USA?

The Horace Mann League (HML) is a distinguished network of leaders committed to protecting and advancing public education as a foundation of American democracy. As a member, you will:

- **Advocate** for public education and stand against privatization efforts.
- **Connect** with superintendents, scholars, and education leaders through exclusive events and recognitions.
- **Access** timely research, leadership insights, and professional development resources like the HML Post and executive coaching.
- **Lead** by contributing to national conversations and championing outstanding colleagues in education.
- **Amplify** your voice as part of a united front promoting education as a public good.

Join us to strengthen public education, honor our democratic ideals, and shape a better future for all students.

Learn more and become a member at www.hmleague.org.

Report on Membership Outreach

New members by Sponsor

Dr.	Diane	Hatchett	Supt of Schools	Berea	KY	Armstrong, Maria
Mr.	Ulysses	Navarrete	Exec, Dir. LAA	Washington	DC	Armstrong, Maria
Mr.	Morgan	Nugent	Supt of Schools	Burney	CA	Armstrong, Maria
Dr	Jesus	Vaca	Supt of Schools	Somis	CA	Armstrong, Maria
Dr	John	Bell	Supt of Schools	Port Jervis	NY	Brooks, Martin
	Ken	Bonamo Greenon	Building Admin.	Scarsdale	NY	Brooks, Martin
Dr.	Jacqueline	Brook	Professor, Ed. Ad	E. Setauket	NY	Brooks, Martin
	Kathryn	Daughton	Assistant Supt	Manlius	NY	Brooks, Martin
Dr.	Kirk	Koennecke	Supt of Schools	Cincinnati	OH	Brooks, Martin
Ms.	Meghan	Troy	Asst. Supt of Schools	Scarsdale	NY	Brooks, Martin
	Adam	Vander	Supt of Schools	North Salem	NY	Brooks, Martin
	Deborah	Low	Supt of Schools	Weston	CT	Brooks, Martin
Mr.	Dimitri	Almasi	Supt of Schools	Glasford	IL	Clark, Brent
	Sharon	Anderson	Supt of Schools	Momence	IL	Clark, Brent
Mrs.	JoAnn	Armstrong	CEO Finance	Belvidere	IL	Clark, Brent
Mrs.	JoAnn	Armstrong	CEO Finance	Belvidere	IL	Clark, Brent
Dr.	John	Asplund	Supt of Schools	Galesburg	IL	Clark, Brent
Mr.	Bill	Capps	Supt of Schools	Griggsville	IL	Clark, Brent
Dr.	Omar	Castillo	Supt of Schools	Hanover Park	IL	Clark, Brent
Dr.	Matthew	DeBanne	Supt of Schools	Morrison	IL	Clark, Brent
Dr.	Diego	Giraldo	Supt of Schools	Franklin Park	IL	Clark, Brent
Dr.	Diego	Giraldo	Supt of Schools	Franklin Park	IL	Clark, Brent
Mr.	Bob	Gold	Supt of Schools	Ingleside	IL	Clark, Brent
Mr.	Robert	Gourney	Supt of Schools	Mokena	IL	Clark, Brent
Ms.	Kara	Graves	Dir. of Finance	Belvidere	il	Clark, Brent
	Tina	Halliman	Supt of Schools	Chicago Hts	IL	Clark, Brent
Dr	Laurie	Heinz	Supt of Schools	Palatine	IL	Clark, Brent
Dr	Laurie	Heinz	Supt of Schools	Palatine	IL	Clark, Brent
Dr.	Teresa	Hill	Supt of Schools	S. Holland	IL	Clark, Brent
Mr.	Adam	Jordan	Director of Finance	Calumet City	IL	Clark, Brent
Mr.	Jamie	Kerley	Supt of Schools	Buncombe	IL	Clark, Brent
Dr.	Trisha	Kocanda	Supt of Schools	Mundelein	IL	Clark, Brent

Dr.	Trisha	Kocanda	Supt of Schools	Mundelein	IL	Clark, Brent
Dr.	Amy	Kotnik	Supt of Schools	Lake Bluff	IL	Clark, Brent
Dr.	Amy	Kotnik	Supt of Schools	Lake Bluff	IL	Clark, Brent
Dr.	Teresa	Lance	Supt of Schools	Kankakee	IL	Clark, Brent
Mr.	Chris	Lensing	Supt of Schools	Rock Falls	IL	Clark, Brent
Mrs.	Heidi	Lensing	Supt of Schools	Prophetstown	IL	Clark, Brent
Dr.	Neil	Lesinski	Supt of Schools	Crystal Lake	IL	Clark, Brent
Dr.	Tori	Lindeman	Supt of Schools	Astoria	IL	Clark, Brent
Dr.	Kelly	Mandrell	Supt of Schools	Polo	IL	Clark, Brent
Mr.	Cody	Martzluf	Associate Supt	Glasford	IL	Clark, Brent
Mr.	Krish	Mohip	Supt of Schools	Forest Park	IL	Clark, Brent
Mr.	Krish	Mohip	Supt of Schools	Forest Park	IL	Clark, Brent
		Olayo				
Dr.	Evangelina	Gutierrez	Supt of Schools	Algonquin	IL	Clark, Brent
		Olayo				
Dr.	Evangelina	Gutierrez	Supt of Schools	Algonquin	IL	Clark, Brent
Mr.	Wes	Olson	Supt of Schools	Greenville	IL	Clark, Brent
Mr.	Daniel	Phelps	Supt of Schools	Rockton	IL	Clark, Brent
Mr.	Josh	Pietrantonio	Supt of Schools	Johnston City	IL	Clark, Brent
Dr.	Victoria	Stockford	Supt of Schools	Bellwood	IL	Clark, Brent
Dr.	Nick	Sutton	Supt of Schools	Addison,	IL	Clark, Brent
Dr.	Nick	Sutton	Supt of Schools	Addison,	IL	Clark, Brent
Dr.	Kelly	Tess	Supt of Schools	Winnetka	IL	Clark, Brent
Dr.	Kelly	Tess	Supt of Schools	Winnetka	IL	Clark, Brent
Dr.	Lisa	Thomas	Supt of Schools	Mounds	IL	Clark, Brent
Dr.	Lisa	Thomas	Supt of Schools	Mounds	IL	Clark, Brent
Dr.	Travis	Titworth	Supt of Schools	Hutsonville	IL	Clark, Brent
Dr.	Cynthia	Tolbert	Supt of Schools	<i>Venice</i>	IL	Clark, Brent
Dr.	Peter	Tragos	Supt of Schools	Northfield	IL	Clark, Brent
Dr.	Peter	Tragos	Supt of Schools	Northfield	IL	Clark, Brent
Mr.	Jason	Udstuen	Director of Finance	Green Oaks	IL	Clark, Brent
Dr.	Terri	VandeWiele	Supt of Schools	East Moline	IL	Clark, Brent
Mr.	Marya	Vogt	Supt of Schools	Bement	IL	Clark, Brent
Dr.	Marshaun	Warren	Supt of Schools	Belleville	IL	Clark, Brent
Dr.	Deborah	Watson-Hill	Chief School Business	Forest Park	IL	Clark, Brent
Dr.	Bryan	Zwebke	Supt of Schools	Libertyville	IL	Clark, Brent
<u>Mrs.</u>	Nicole	Anderson	Exec. Dir.	Columbus	NE	Cohen-Dunning, Toba

Dr.	Jeff	Geihs	Exec. Dir.	Las Vegas	NV	Cohen-Dunning, Toba
	Kimberly	Graham	Ex. Dir AEF	Phoenix	AZ	Cohen-Dunning, Toba
Ms.	Crystal	Ramirez-Scanio	Assoc Director	Irving	TX	Cohen-Dunning, Toba
Mr.	Mike	Taylor	Assoc Director	Knoxville	TN	Cohen-Dunning, Toba
Ms.	Andrea	Weisman Summers	Exec. Dir.	Portland	ME	Cohen-Dunning, Toba
Ms.	Caitlin	Steele	Building Admin.	Middlebury	VT	Collins, Jeanne
Dr.	Karen	Gagliardi	Supt of Schools	Yorktown Hts	NY	Dr. Louis Wool
Dr.	Ron	Hattar	Supt of Schools	Yorktown Hts	NY	Dr. Louis Wool
Dr.	Larry	Huff	Supt of Schools	Elkhart	IN	Jerry Thacker
Dr.	Kevin	Smith	Supt of Schools	Wilton	Ct	Luizzi, Bryan
Dr.	Devon	Flamm	Asst. Supt of Schools	Hardin	MT	Novasio, Tobin
	Robert	Hill	Supt of Schools	Springfield	OH	Roxann R-Caserio
	Jim	Lloyd	Supt of Schools	Olmsted Falls	OH	Roxann R-Caserio
Dr.	Paul	Otten	Supt of Schools	Beavercreek	OH	Roxann R-Caserio
Dr.	Wayne	Barker	Supt of Schools	Fort Wayne	IN	Thacker, Jerry

The League's Website: www.hmleague.org



Horace Mann League of the USA
 Founded in 1922 to Support Public Education

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Executive Director Job Description The HML Director's Handbook 2025 Nominating a Colleague

The League's Weekly Newsletter: The HML Post



Report on the Terms of Officers and Directors: Status, Vacancies, and Appointments

Terms of the Current Officers and Directors

	2024	2025	2026	2027
President	Brent Clark	Kevin Riley	Carl Hermanns	
President-elect	Kevin Riley	Carl Hermanns		
Vice President	Gregg Fuerstenau			
Past president	Bill Mathis	Brent Clark	Kevin Riley	
Executive Dir.	Jeanne Deweese	Jack McKay (interim)		
Director (3 yr Term). 1	David Berliner (2)	David Berliner (3)		
2	Jack McKay (2)	Jeanne Deweese (1)	Jeanne Deweese (2)	Jeanne Deweese (3)
3	Carl Hermanns (1)	Theresa Rouse (1)	Theresa Rouse (2)	Theresa Rouse (3)
4	Brian Schmidt (3)	Toba Cohen-Dunning (1)	Toba Cohen-Dunning (2)	Toba Cohen-Dunning (3)
5	Martha Bruckner (3)	Martha Bruckner (1)	Martha Bruckner (2)	Martha Bruckner (3)
7	Linda DHammond (1)	Linda DHammond (2)	Linda Hammond (3)	
8	Martin Brooks (1)	Martin Brooks (2)	Martin Brooks (3)	
9	Roxann Caserio (1)	Roxann Caserio (2)	Roxann Caserio (3)	
10	Matt Krise (2)	Louis Wool (1)	Louis Wool (2)	Louis Wool (3)
11	Jimmy Minichello (3)	Jimmy Minichello (1)	Jimmy Minichello (2)	Jimmy Minichello (3)
12	Lisa Parady (3)	Mike Simeck (1)	Mike Simeck (2)	Mike Simeck (3)
13	Andi Furlis (3)	Jerry Thacker (1)	Jerry Thacker (2)	Jerry Thacker (3)
14	Ray Sanchez (1)	Ray Sanchez (2)	Ray Sanchez (3)	
15	Ruben Alajandro (1)	Ruben Alajandro (2)	Ruben Alajandro (3)	
16		Tobin Novasio (1)	Tobin Novasio (2)	Tobin Novasio (3)

Reappointments: David Berliner

Appointments: Vice President - President – Elect

Due to the resignation of Gregg Furstenau as President-elect, there is a need for the Board to select a member of the Board to serve as President-elect (and President in 2027).

Report on the Executive Director Search -Kevin Riley

Suggested Phase 1: Preparation (Weeks 1–4)

January 1 – January 31, 2026

- 1. Establish Search Committee**
 - Include board members and officers
 - Appoint a chair or co-chairs to lead the process
- 2. Define Role and Responsibilities**
 - Update job description, expectations, and compensation
 - Clarify whether the role is part-time or full-time, remote or in-person
- 3. Develop Search Timeline and Communication Plan**
 - Set dates for meetings, interviews, and key decisions
 - Establish plan to keep members informed

Phase 2: Recruitment

February 1 – March 15, 2026 Post and Promote the Position

- Use League website, newsletters, education-focused networks, AASA, EdWeek, and similar platforms
 - Encourage nominations from members and partner organizations
- 5. Accept Applications/Nominations**
 - Create a submission portal or email
 - Set a deadline for receiving applications (e.g., March 15)

Phase 3: Screening and Interviews (Weeks 11–14)

March 16 – April 15, 2026 6. Review Applications and Conduct Initial Interviews

- Screen applications and select semifinalists
 - Hold Zoom interviews with 3-5 top candidates
- 7. Select Finalists**
 - Narrow the field to 2–3 finalists
 - Notify all candidates of their status

Phase 4: Final Selection and Offer (Weeks 15–17)

April 16 – May 5, 2026 8. Conduct Final Interviews

- In-person or virtual panel interviews with the Board
 - Solicit feedback from past League leaders or members
- 9. Reference Checks and Offer**

- Contact references; confirm credentials and fit
- Extend offer with a clear transition plan

Phase 5: Transition and Announcement (Weeks 18–24)

May 6 – June 30, 2026 10. Announce New Executive Director

- Issue formal communication to members and media
- Coordinate with outgoing Executive Director for onboarding

11. Transition Period and Public Introduction

- Invite new director to speak at summer board meeting or annual event
- Publish welcome message in the newsletter

Optional Accelerated Timeline

If needed, we can **compressed timeline** could reduce the process to 90 days by overlapping recruitment, screening, and interviews—but this may reduce candidate pool quality or engagement.

Here are several carefully crafted interview questions tailored to the **Executive Director position of the Horace Mann League**, with a focus on leadership, advocacy for public education, and nonprofit governance:

Mission & Vision Alignment

1. “The Horace Mann League is known for promoting strong public education and the common good. How have your past experiences prepared you to lead and advocate for these principles on a national level?”
2. “What do you see as the most urgent challenge facing public education today—and how could the Horace Mann League play a unique role in addressing it?”

Leadership & Strategy

3. “Tell us about a time you led a strategic initiative in a nonprofit or professional organization. What was your approach, and what results did it yield?”
4. “How would you grow the League’s membership and influence among educational leaders while maintaining its core values?”

Communications & Public Presence

5. **“This role requires public speaking, thought leadership, and writing for newsletters and partner publications. Could you share examples of how you’ve shaped public messaging in past roles?”**
6. **“The League’s audience includes superintendents, scholars, and policymakers. How would you tailor communications to engage these different constituencies?”**

Fundraising & Development

7. **“What has been your role in fundraising or building financial partnerships for an organization? What approaches have you found most successful?”**

Collaboration & Governance

8. **“Describe your experience working with a board of directors. How do you balance staff leadership with board engagement and oversight?”**

Report – NAEF conference – Toba Cohen-Dunning and Carl Hermanns

Background information for discussion

- ♦ Last month Toba set up a zoom meeting with Carl, the interim CEO of the National Association of Education Foundations (NAEF), and the CEO of the Arizona Educational Foundation to discuss creating an opportunity for introducing HML at their National Conference in March 2026, which will be held in Phoenix, AZ.
- ♦ At that meeting Toba volunteered to set up a reception to introduce HML to the conference attendees
- ♦ We also agreed to create a proposal for a panel session in which the Arizona Educational Foundation, the Arizona School Administrators, and the Horace Mann League describe and discuss a replicable **collaborative advocacy model** that can help create the necessary public support and legislative policy for our public schools to not only survive but thrive.
- ♦ We received word that our panel session has been accepted, so we will have the opportunity to increase the league's visibility at the NAEF national conference and also introduce a collaborative advocacy model that we could potentially replicate in states in which we have members.

Report on the NEPC Move Over Project 2025 consideration

Background information for discussion

- ♦ On September 23, 2025, NEPC announced a “New Blueprint for Public Education”
 - [click [here](#) for a link to the announcement]
- ♦ This blueprint/network policy agenda was created by the Partnership for the Future of Learning (PFL) to counter the current attacks on public education and provide an actionable agenda “for protecting and strengthening the public schools that educate most of the nation’s children”
 - [click [here](#) for a link to the PFL two-year network policy agenda document]
 - [click [here](#) for a link to the PFL network’s 2024 vision]
- ♦ NEPC is a member and partner in the PFL network. After perusing the NEPC announcement and the PFL’s agenda document and vision document, we suggest that the board:
 - Consider the PFL agenda;
 - Discuss the extent to which it can help to inform our current and future actions; and
 - Consider joining the network to extend our visibility and advocacy.

Call to Action: Protecting and Strengthening Public Schools

Our network’s vision for the future is one where everyone recognizes that public education benefits everyone, and this belief guides every decision—from policy and funding to teaching and leadership. When our public schools and institutions thrive, so does our collective well-being.

Yet today, the very idea of a public system of education has come into question, and more broadly, so has the role of public institutions. This is happening amidst compounding stressors, from a

global pandemic to educator shortages, book bans, school vouchers, and expiring federal relief funds, as well as the transformative impact of artificial intelligence. These pressures add to the challenges public education has long faced to serve all communities well. They undercut the principles of a high-quality inclusive school system and prevent schools from preparing students for the future.

The United States is at an inflection point for public education. In such a moment, we who care about public schools must not shy away from these challenges. Instead, let us join forces to protect and strengthen our public school systems as we reimagine them for the future. This network vision needs all of us. The Partnership plays a unique role in the education ecosystem, as one of the few spaces where people with a wide range of goals and perspectives sit side-by-side. We bridge divides, ignite collaboration, catalyze collective action, and fiercely resist attempts to undermine our power to achieve our vision.

Join our network in creating an energized, all-in movement for public schools that puts children, families, and educators first. Through the principles of justice, agency, partnership, stewardship, pluralism, and future readiness, we are building an inclusive high-quality public education system and a more just multi-racial democracy for us all.

Call to Action: Protecting and Strengthening Public Schools

Join our network in creating an energized, all-in movement for public schools that puts children, families, and educators first.

How can the League help?

1. Are the goals of the relationship concurrent with our mission?
2. What are the obligations of each: the Partnership for the future Learning and the League?
3. Who will be the liaison, from the Board, if there is collaboration?

Report on the 2021 Strategic Plan

Board Adopts the Updated Strategic Plan Priorities - January 7, 2021.

1. **Recruitment Proposal.** It is suggested that each officer and director provide a minimum of six, but not more than eight potential members. **These would be professional colleagues who you are able to personally contact about becoming a member of the League** before a letter of nominations is sent to them by the Executive Director. About a week after the nomination letter is sent to the six to eight potential members, you would then follow-up with a phone call about any questions the potential might have about the League.
2. **Recruitment of Corporate Partners.** One new partner and one potential to a co-host for the Annual Meeting. The proposal was to have each officer and director provide at least one contact person to a potential corporate partner.
3. **Advocacy campaign for Public Education.** The topic needs volunteers to have an articulated objective and desired outcomes.
4. **Online Presence of the League's Activities.** The topic needs volunteers to have an articulated objective and desired outcomes.
5. **Special Publication of topics of interest.** The topic needs volunteers to have an articulated objective and desired outcomes.
6. **Collaboration with "like-minded" Associations.** The topic needs volunteers to have an articulated objective and desired outcomes.

Report on possible Affiliations with Like-minded Associations

One of the ongoing ideas is developing and networking with other like-minded associations and legal firms that advocates of public education.

Following is a list of associations that promote public education:

1. American Association of School Administrators (AASA)

- Known as *The School Superintendents Association*, AASA advocates for high-quality public education for all children.
- Provides professional development, networking opportunities, and advocacy resources for school system leaders.
- Focuses on equity, student achievement, and effective school leadership.

2. National Education Association (NEA)

- The largest professional employee organization in the U.S., representing teachers and other education professionals.
- Advocates for equitable funding, high-quality public education, and professional standards for educators.
- Strong political advocacy presence, especially around policy issues affecting public education.

3. National School Boards Association (NSBA)

- Represents state associations of school boards and advocates for equity and excellence in public education through school board leadership.
- Provides advocacy, leadership, and policy resources for local school boards across the U.S.

4. Public Education Network (PEN)

- A network of local education funds and community-based organizations dedicated to ensuring quality public education for all children.
- Focuses on community engagement, school reform, and policy advocacy.
- Although now defunct, its legacy continues to influence similar advocacy groups.

5. Learning First Alliance (LFA)

- A partnership of leading education organizations committed to improving student learning in America's public schools.
- Advocates for evidence-based education reform and better federal and state education policies.
- Member organizations include groups representing teachers, school administrators, parents, and school boards.

6. Association for Supervision and Curriculum Development (ASCD)

- Focuses on the professional development of educators to improve teaching and learning.
- Advocates for comprehensive and equitable education policies.
- Provides resources on curriculum development, leadership, and classroom strategies.

7. Education Law Center (ELC)

- Focuses on promoting equitable education finance systems and ensuring adequate funding for underserved students.
- Advocates through litigation, policy analysis, and community engagement.
- Recognized for its work on school funding equity and access to quality education.

8. Campaign for Public Education (CPE)

- Advocates for well-funded, high-quality public education accessible to all students.
- Engages in policy advocacy, community organizing, and public awareness efforts.
- Similar mission to the Horace Mann League, focusing on public school preservation and improvement.

9. Alliance for Excellent Education (All4Ed)

- Dedicated to ensuring that all students, particularly underserved and underrepresented populations, graduate from high school prepared for success.
- Advocates for education equity, access, and opportunity through policy reform.

10. Fair Test (National Center for Fair & Open Testing)

- Advocates for fair and equitable testing practices in public education.
- Works to reduce reliance on high-stakes standardized testing and promote more holistic measures of student learning.
- While narrower in scope, it aligns with the Horace Mann League's advocacy for equitable public education.

Commonalities with the Horace Mann League:

- **Commitment to Public Education:** Advocacy for well-funded, high-quality public education accessible to all students.
- **Focus on Equity:** Ensuring underserved communities have access to quality education.
- **Policy Influence:** Working to shape education policies at local, state, and national levels.
- **Professional Development:** Supporting educational leaders and advocating for best practices in leadership and governance.

Attachments