

NAESP



New Board Member Orientation



National Association of
Elementary School
Principals

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Section 1: General NAESP Orientation Materials

Highlights of NAESP History
Annual Report (handout)
Vision 2021 Strategic Framework (handout)
List of Board Members with Contact Information
NAESP Organizational Chart
Executive Team Plan
Headquarters Staff List

Highlights of NAESP History, 1920-2009

1. The idea of a National Association of Elementary School Principals was born during a course in supervision and administration of elementary schools held at the University of Chicago in the summer of 1920 when John Bracken said flatly: "We've been talking a lot about such an organization; why don't we do something about it?" (1920)
2. Approximately fifty elementary school principals, representing many of the 48 states, met in Atlantic City on February 29, 1921 to "organize" a national association of elementary school principals. (1921)
3. The first official meeting of the Department of Elementary School Principals (DESP) of the National Education Association took place on July 5, 1921 in Des Moines, Iowa. (1921)
4. The first "principals" publication was issued in May 1921 and sent to all members--a four page bulletin outlining the new organization's policies, purposes, and plans for the future. Three issues per year of the bulletin followed. (1921)
5. "The Elementary School Principalship -- A Research Study", made available for the first time, research data on the elementary school principalship in America. (1928)
6. Eva G. Pinkston became the first Executive Secretary of the Department of Elementary School Principals of NEA. (1931)
7. Robert W. Eaves became the Association's second Executive Secretary. (1950-1969)
8. For the first time in the history of the Association, a substantial income was available from sources other than membership receipts. (1969)
9. DESP selected "national affiliate" status with NEA and returned to its original name -- The National Association of Elementary School Principals. The decision to be an affiliate of the NEA made it possible for the Association to continue its autonomy and independence. (1969)
10. William L. Pharis became the Association's third Executive Secretary. (1969)
11. In observing the Fiftieth Anniversary of the Association at the Annual Meeting in Cleveland in April, 1971, a telegram was received from President Richard Nixon: "For half a century the National Association of Elementary School Principals has advanced the priority national goal of quality education for our children... You begin your second half-century of public service accompanied by admiration, respect and confidence of countless parents who rely heavily on you to perpetuate and enhance the highest standards of excellence in education." (1971)
12. An NAESP Platform was created to assure that positions on important education issues formulated by members would serve as the basis for NAESP positions before Congress, federal agencies and the public. (1973)
13. NAESP and state associations developed mutual affiliation membership agreements to provide enhanced services to members. (1974)
14. The NAESP Federal Relations Program was initiated as a nationwide network of principals to encourage members to take action on critical education measures. (1975)
15. The first fully electoral zone Board of Directors reflected fairness and equity with women and minorities being assured of nomination as President-Elect on a regular periodic basis. (1976)

16. Creation of the Legal Assistance for Principals (LAP) program. (1977)
17. The NAESP Principals Advocacy Fund was established to offer grants to state associations to help with the costs of legal issues. (1979)
18. Dr. Samuel G. Sava became the Association's fourth Executive Director with a mission to revitalize NAESP. (1981)
19. The National Distinguished Principals Program was established. (1983)
20. NAESP joined with the U.S. Department of Education to sponsor the Blue Ribbon Schools Program. (1983)
21. The White House joined with the U.S. Department of Education to sponsor the Presidential Academic Fitness Awards. (1984)
22. NAESP developed "Standards for Quality Elementary and Middle Schools, Kindergarten through Eighth Grade," which was distributed to all members of the Association. (1984)
23. NAESP built its first headquarters building. (1985)
24. The NAESP Educational Products Center was established to offer a wide range of resources developed by and made for principals. (1985)
25. The American Student Council Association was established. (1986)
26. NAESP developed "Proficiencies for Principals of Elementary and Middle Schools" which was distributed to all NAESP members. (1986)
27. NAESP acquired an IBM AS400 computer system to facilitate the membership enrollment and fulfillment process. (1987)
28. NAESP developed "Standards for Early Childhood Education" which was distributed to all members of the association. (1990)
29. NAESP was successful in advocating for increased funding and improved services in Head Start and Even Start. (1990s)
30. NAESP developed "Standards for Before and After School Child Care" which was distributed to all members of the Association. (1992)
31. Vincent Ferrandino became the Association's fifth Executive Director. (1999)
32. The first publication of *Leading Learning Communities: Standards for What Principals Should Know and Be Able to Do*. (2001)
33. NAESP held joint summer leaders' programs with NASSP. (2004 through 2009)
34. Gail Connelly became the Association's sixth Executive Director. (2007)
35. NAESP adopted a new methodology for creating strategic action plans with the publication of the Vision 2021 Strategic Framework, and *Vision 2021: Transformations in Leading, Learning and Community*. (2008)
36. The National Elementary Honor Society was launched at the annual convention. (2008)

2009-2010 BOARD OF DIRECTORS

President 2009-2010

Dr. Diane Cargile

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Past President 2009-2010

Dr. Nancy M. Davenport

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Director, Zone 2 2009-2011

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Director, Zone 4 2007-2010

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Director, Zone 1 2008-2011

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Director, Zone 3 2009-2010

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Director, Zone 5 2009-2012

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Director, Zone 6 2007-2010**Juli Mary Kwikkel**

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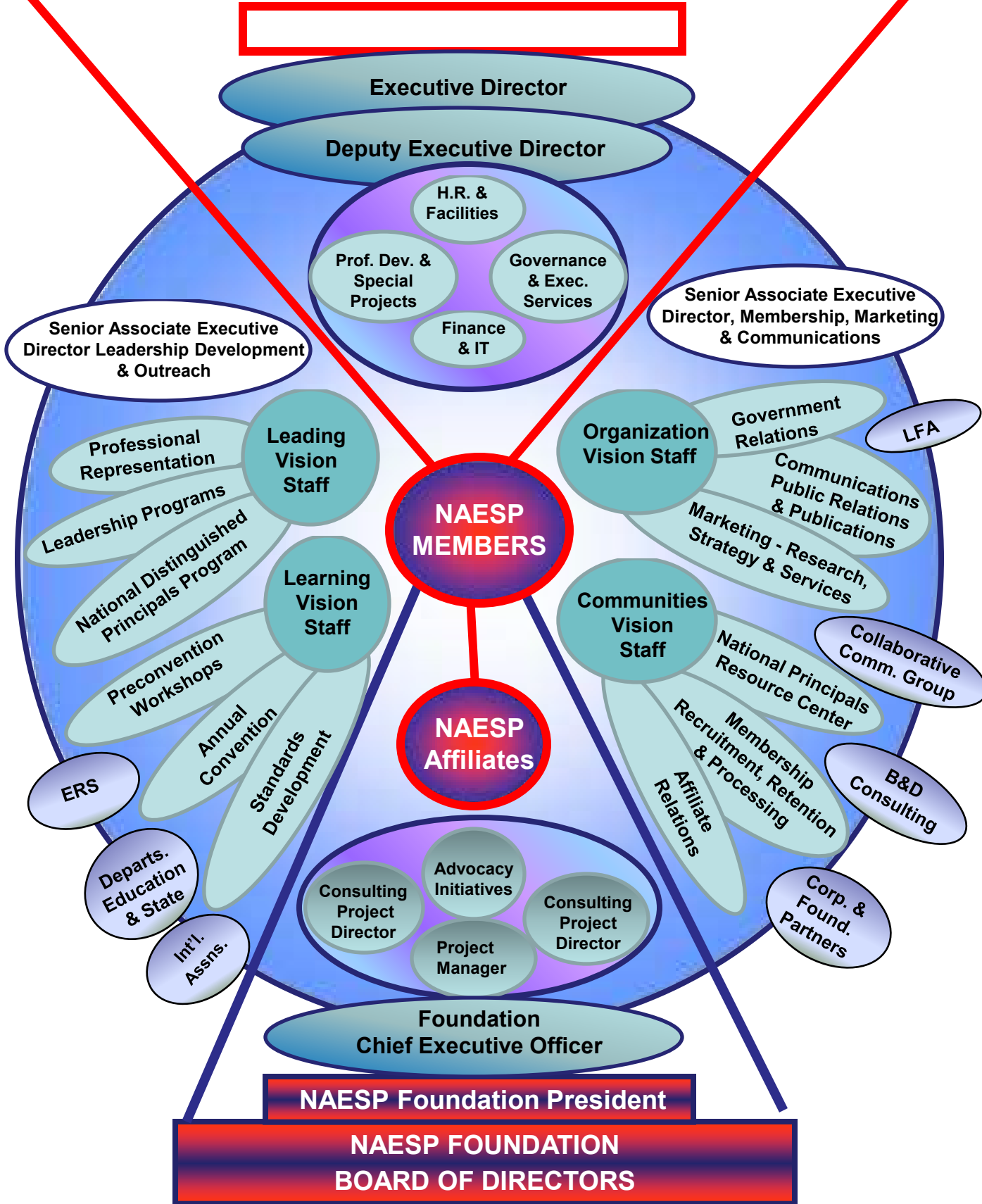
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Ex-officio Board Member**NAESP Foundation CEO****Ernie Mannino**

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NAESP BOARD OF DIRECTORS



NAESP President

- Drives Vision, Mission, Goals of the Association
- Shares leadership for advancing advocacy and support efforts on behalf of principals and children
- Presides over all official meetings of NAESP
- Serves as a key spokesperson for the profession
- Serves as a primary keynote presenter representing NAESP and the profession
- Lead ambassador for national and international outreach efforts
- Provides guidance and direction to chief staff officers on behalf of the NAESP Board of Directors
- Serves as a role model and mentor for incoming new Officers and Board Members
- Fulfills all other duties of position as required by Bylaws and Policies

NAESP Executive Director

- Drives overall advocacy, policy, and membership agenda
- Drives overall organizational development and performance
- Drives research and development efforts
- Provides overall strategic leadership and management of staff
- Oversees the development and implementation of business, strategic and operational action plans
- Oversees the development of human resources and the use of financial resources
- Builds strategic alliances with other organizations and businesses – nationally and internationally
- Serves as a key liaison with the media
- Serves as an ex-officio member of the NAESP Board of Directors
- Serves as President of the NAESP Foundation
- Serves as board member of the Learning First Alliance
- Serves as a member of the board of directors of Educational Research Service
- Serves as a board member of the National Council for the Accreditation of Teacher Education (NCATE)
- Serves as an advisor to the National Board for Professional Teaching Standards (NBPTS) for the Advanced Certification of Educational Leaders (ACEL)
- Represents NAESP in the Trust for Insuring Educators
- Provides overall leadership and guidance for Executive Team, Senior Leadership Team and Executive Office Staff Teams, including:
 - Human Resources and Facilities
 - Finance and Information Technology
 - Governance Services
 - Professional Development and Special Projects
- Works closely with NAESP Deputy Executive Director in a model of shared operational leadership
- Works closely with NAESP Foundation CEO to integrate and execute all areas of responsibility
- Works closely with NAESP President and Officers to actualize NAESP's vision, mission and goals.

NAESP Deputy Executive Director

- Serves as Acting Executive Director during extended absence of Executive Director
- Shares overall leadership and supervision of Senior Associate Executive Directors in the development and implementation of Vision 2021 Goals and Driving Strategies and all areas of operation, including:
 - Government Relations
 - Membership and Affiliate Relations
 - Marketing and communications
 - National Principals Resource Center
 - Annual Convention & Exposition
 - Leadership Development and Recognition Programs
- Shares leadership for all governance activities, including:
 - Board of Directors Meetings
 - Nomination and Election Processes
 - Resolutions Process
 - Delegate Assembly
- Identifies and develops emerging leaders
- Directs the development of orientation programs for new Board members and new state leaders
- Serves as a key liaison with The White House, the U.S. Department of Education, and on Capitol Hill
- Provides leadership and oversight to membership development, recruitment and retention efforts
- Serves as a key representative for the Association in developing and implementing a proactive National/State advocacy/activist agenda
- Develops new models for collaborating with State Affiliates
- Serves as a key contact for media inquiries
- Serves as an ex-officio member of the NAESP Board of Directors
- Represents NAESP during meetings of Learning First Alliance
- Works closely with NAESP Executive Director in executing all areas of responsibility
- Works closely with NAESP President and Officers in the development and support of the NAESP Board of Directors.

NAESP Foundation CEO

- Works closely with NAESP President and Executive Director to integrate all areas of responsibility
- Drives NAESP Foundation organizational development and performance
- Develops and implements business, strategic and operational processes and action plans
- Directs human and financial resources for Foundation
- Develops strategic alliances with corporations and foundations
- Develops new models for sharing resources with State Affiliates
- Develops and implements fundraising efforts
- Conducts research and initiates new project development
- Develops and implements grants and contracts
- Establishes leadership and learning endowment
- Establishes a business advisory council
- Serves as the key contact for media inquiries related to Foundation activities
- Serves as a key liaison with U.S. Department of State, Office of Overseas Schools
- Works closely with NAESP Executive Director and Deputy Executive Director in the interfacing of Foundation and Association activities

ORGANIZATIONAL VISION TEAM

Gail Connelly, NAESP Executive Director Ernie Mannino, NAESP Foundation CEO
Michael Schooley, Deputy Executive Director

Marie Robinson, Director, Governance Management and Services

Amelia Abd, Executive Assistant, Office of Executive Director
Barbara Wilmer, Executive Projects Manager

Mark Milligan, Director, Finance and Operations

Cynthia Drummond, Senior Accountant-Accounts Receivable and Foundation
Bhairavi Shethna, Senior Accountant-Accounts Payable/General Ledger

Patrick Murphy, Director, Administration and Related Resources

Assistant, Receptionist/Office (TBD)
David Jones, Mailroom Clerk (part-time)
Nikki Sparks, Assistant/Receptionist (part-time)
PEAP/ACA Employees (part-time, temporary)

Carol Riley, Director, Professional Development and Special Projects

Rameeza Shaikh, Coordinator, Professional Programs
Pam Willis, Administrative Assistant

LEADING VISION TEAM

Deborah Bongiorno

Senior Associate Executive Director, Membership, Marketing, and Communications

Abbie Evans, Government Relations Specialist

Jennifer Apperson, Assistant, Production and Public Relations
Vanessa St. Gerard, Managing Editor, Publications
Kaylen Tucker, Associate Editor, Publications and Public Relations

LEARNING VISION TEAM

Fred Brown

Senior Associate Executive Director, Leadership Development and Outreach

Nancy Sharbel, Manager, Special Projects

Deborah Young, Director, Convention and Meetings

Vanessa Herman, Coordinator, Convention and Meetings
TBD, Manager, Exhibits (part-time)

COMMUNITIES VISION TEAM

Deborah Bongiorno
Senior Associate Executive Director, Membership, Marketing, and Communications

Elizabeth Heming, Marketing Assistant/Receptionist

Denise Taylor, Director, Membership and Volunteer Development

Cynthia Demery, Assistant, Membership Projects

Nancy Early, Membership Processor

Grace Laws, Assistant, Member Services

Ann Henley, Director, Marketing Management and Services

Chinedu Mkpuluma, Web Marketing/New Media Specialist

Michael Shelton, Manager, Creative Services

Harold Harris, Director, National Principals Resource Center

Galina Agrafas, Assistant, NPRC

NAESP FOUNDATION

Ernie Mannino, CEO

Jennifer Pascal, Projects Manager

Foundation Consultants

Richard Barbacane (part-time)

Liaison with Department of State Office of Overseas Schools and IDEA Partnership

Margaret Evans (part-time) – Project Manager

Merrie Hahn (part-time) – Project Manager

Section 2: Governance Structure

NAESP Bylaws

Governance Committees Overview

Policies relevant to NAESP Committees:

400.1 Committee Membership

400.2 Types and Structure of NAESP Committees

400.3 Governance Committees

400.3.1 Credentials Committee

400.3.2.a Selection of the Nominating Committee

400.3.3 Resolutions Committee

Zone Rotations for Committees



NAESP Bylaws

The mission of NAESP is to lead in the advocacy and support for elementary and middle level principals and other education leaders in their commitment to all children.



NAESP BYLAWS

Preamble

We, the members of the National Association of Elementary School Principals, believe that the focal point of the school is the education of the child and that the educational program must help all children achieve their potential as contributing members of society.

We believe that in providing the foundation for the formal education young Americans receive, our elementary and middle schools must strive for excellence. Further, we accept the finding—and the challenge that goes with it—that the primary responsibility for the development of an effective educational program in each school is vested in the principal.

We are dedicated to ensuring that every child in America receives a quality education. We care about our country by caring deeply about children.

We believe that no barrier should separate a child from the best education a school can offer; that race, sex, ethnic heritage, geography, social or economic status may not be used to deny a child the opportunity to acquire a solid foundation in reading, writing, mathematics, critical thinking, and the values of friendship, compassion, honesty, and self-esteem.

We are committed to instructional excellence. We support the aspirations of teachers everywhere to give each child a quality school experience. We accept the challenge of the research showing that quality education in every school depends on the expertise, dedication, and leadership of the principal.

Article 1. Name, Purposes and Governance

Section 1. Name

The name of this organization shall be National Association of Elementary School Principals (hereafter referred to in the Bylaws as the “Association”).

Section 2. Purposes

The purposes of the Association are:

- a) To lead in the advocacy and support for elementary and middle level principals and other education leaders in their commitment to all children;
- b) To facilitate positive educational leadership;
- c) To serve as the voice for elementary and middle level principals;
- d) To enhance the image of the elementary and middle school principal as an educational leader and to promote greater recognition of the professional skill and performance demanded by the position;
- e) To serve as an agency for the collection and dissemination of information pertinent to the elementary and middle level principalship;
- f) To provide services such as publications, conventions, conferences, research, state and federal relations, individual counseling, and other services authorized by the governing bodies of the Association;
- g) To promote the principle of equal rights and the elimination of prejudice, bigotry, and discrimination;
- h) To enhance the unique and harmonious relationships among elementary and middle level principals, teachers, other educators, and other associations; and
- i) To strengthen positive relationships among principals, schools, parents, and communities.

Section 3. Governance

The Association shall be governed by the Articles of Incorporation, the Bylaws, and such actions as the governing bodies of the Association may take consistent therewith. Nothing in the Bylaws shall be construed to prevent the Association from pursuing objectives that are consistent with its stated purposes.

Article II. Membership

Section 1. Categories and Qualifications

The Association shall have regular and special categories of membership:

- a) Regular membership shall include active, life, and emeritus members.
 - 1) Active: Active membership includes principals and assistant principals and other education leaders who support the objectives, pay the active member dues of the Association, and who are employed in professional work related to the elementary and middle level principalship.
 - 2) Life: Life memberships are restricted to those persons holding such membership as of September 1, 1973.
 - 3) Emeritus: Emeritus membership includes those former active members who have retired.
- b) Special categories of membership may be established by the Board of Directors, such as:
 - 1) Associate: Associate membership includes any person who is actively interested in, engaged in, or associated with any phase of education work.
 - 2) Institutional: Institutional membership includes any membership not in the name of an individual.
 - 3) Aspiring principal: Aspiring Principal membership includes anyone actively pursuing the principalship.
 - 4) Honorary: Honorary membership includes any person awarded such membership by the Board of Directors.

Section 2. Rights and Benefits

Regular members of the Association shall be entitled to all of the Association's member services and benefits, including the right to vote. Only Active and Life members who are on-line principals or assistant principals may hold office. All special membership categories shall be entitled to the rights and privileges of the Association as determined by the Board of Directors except the right to vote, to hold office, and to be counted toward the allocation of delegates for the NAESP Delegate Assembly.

Section 3. No Discrimination

The Association shall not deny membership on the basis of race, creed, national origin, religion, age, disability, or gender.

Section 4. Property Interest of Members

All rights, titles, and interests, both legal and equitable, of a member in and on to the property of the Association shall end on the termination of membership.

Section 5. Membership Year

Membership shall be effective from the date of receipt of dues by the Association headquarters. July 1 shall be the date for the official membership count to determine delegate allocation and other provisions contingent on the number of members.

Section 6. Membership Dues

Dues for active and emeritus members shall be determined by the Delegate Assembly after considering recommendations of the Board of Directors. Dues for all special categories of membership shall be established by the Board of Directors.

Article III. Delegate Assembly

Section 1. Composition

The Delegate Assembly shall consist of the Board of Directors, State Representatives, and other delegates as prescribed in the Bylaws.

Section 2. Allocation of Delegates

The State Representative, plus one delegate for the first 50 Association members and an additional delegate for each 50 Association members, or major fraction thereafter, shall be allotted to the recognized state association except as specified below:

- a) Other autonomous organizations of elementary or middle level principals may request recognition for the purpose of selecting delegates to the Delegate Assembly. An autonomous organization seeking to name delegates shall supply the national headquarters with a list of Association members who have agreed to have their membership credited to the autonomous organization. The autonomous organization may select one delegate for the first 50 Association members and an additional delegate for each 50 Association members or major fraction thereafter. Members whose names are

credited to an autonomous organization shall be subtracted from the recognized state association for purposes of delegate allotment.

- b) Any group of members shall be accorded the privilege of selecting delegates on the basis of one delegate for the first 50 Association members and an additional delegate for each 50 Association members or major fraction thereafter. A group exercising this privilege shall provide the Association headquarters with a list of members who have agreed to have their membership credited to that group. A signature card from each such member must accompany the list. These names will be subtracted from the affected organizations for purposes of delegate allotment.

Requests by autonomous units or groups of members must be filed with the Association headquarters not later than 90 days before the opening of the first session of the Delegate Assembly. The Executive Director shall notify the affected organizations of such requests.

Section 3. Powers and Duties

The Delegate Assembly derives its power from and shall be responsible to the membership of the Association. It shall:

- a) establish Association goals, objectives, and policies;
- b) adopt the rules and agenda governing its meetings;
- c) recognize geographic areas entitled to state representation;
- d) determine the electoral zones established for the purpose of electing members to the Board of Directors;
- e) determine annually the amount of active and emeritus membership dues after consideration of recommendations of the Board of Directors;
- f) review the Association budget;
- g) adopt amendments to the Bylaws;
- h) adopt resolutions; and
- i) have such other powers and perform such other duties as may be recommended by the Board of Directors to achieve the objectives of the Association so long as they are consistent with the Articles of Incorporation or the Bylaws.

Section 4. Meetings

- a) The Delegate Assembly shall meet at least once a year at a date and location determined by the Board of Directors.

- b) A quorum shall be 30 percent of the delegates registered at the Delegate Assembly.

Article IV. Board of Directors

Section 1. Composition

The Board of Directors shall consist of 15 members. They shall be the officers and one elected member from each of the nine electoral zones of the Association, the two at-large members serving on the NAESP Foundation Board of Directors, and the Executive Director (non-voting). The electoral zones shall be as follows:

- Electoral Zone 1: Connecticut, Delaware, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont,
- Electoral Zone 2: New Jersey, New York, Pennsylvania,
- Electoral Zone 3: Department of State Schools, District of Columbia, Maryland, Ohio, Virginia, West Virginia
- Electoral Zone 4: Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico, Virgin Islands
- Electoral Zone 5: Illinois, Indiana, Kentucky
- Electoral Zone 6: Iowa, Michigan, Wisconsin
- Electoral Zone 7: Alaska, Colorado, Minnesota, Montana, Nebraska, North Dakota, South Dakota, Wyoming,
- Electoral Zone 8: Arkansas, Kansas, Louisiana, Missouri, New Mexico, Oklahoma, Texas,
- Electoral Zone 9: Arizona, California, Hawaii, Idaho, Nevada, Oregon, Utah, Washington, Guam, American Samoa

The Board of Directors shall review the established electoral zones and recommend to the Delegate Assembly any revisions that may be necessary to ensure equitable representation. Such review of the electoral zones shall be made according to policy.

Section 2. Election of Zone Directors

No later than February 1 of each calendar year, the Nominating Committee shall submit the names of two candidates for each position to the Executive Director. The Board of Directors shall authorize procedures for sending, casting, and counting e-mail, facsimile, or other

electronic ballots. The Executive Director shall oversee preparation and sending of the ballots during and/or following the NAESP Convention. The ballots may be sent to members as paper ballots, e-mail, facsimile, or another form of electronic ballot, but any member shall be entitled to cast only one form of the ballot. Information concerning the candidates shall be included with the ballot, and space shall be provided on the ballot for write-in votes. Ballots, to be counted, must be received by the Association no later than thirty (30) days after the date on which they were sent from the Association. The ballots shall be counted within five (5) days following the thirtieth (30th) day. An Election Audit Board of not less than three (3) members shall be appointed by the President to oversee the opening and counting of the ballots and to certify the election results. The election of the Zone Director shall be determined by the candidate receiving the most votes of all valid ballots cast by the total membership of that electoral zone. In the event of a tie vote, a runoff election in accordance with the procedures and guidelines as outlined in Board policy shall be held immediately.

Section 3. Term of Office and Qualifications of Zone and At-Large Directors

Zone Directors shall each serve for a term of three years, commencing on July 1 following the election, with three members retiring each year. The two at-large Directors are appointed by the Board to serve a three-year term; one shall represent minorities, and one the middle level principalship. The at-large Directors also serve concurrently on the NAESP Foundation Board of Directors. No Director may serve more than one term of office as Director. The only exception is if the Director is appointed to serve an unexpired term. During their terms of office, Directors must be active members or life members who are on-line principals or assistant principals.

Section 4. Filling Vacancies on Board of Directors

In the event of a vacancy, the Board of Directors shall appoint a member from the same electoral zone or the same at-large category to serve the unexpired term.

Section 5. Powers and Duties

The Board of Directors shall be responsible to the Delegate Assembly and the members of the Board shall be ex-officio voting delegates to the Delegate Assembly. The Board shall:

- a) Act for the Association and make all policy decisions between meetings of the Delegate Assembly;

- b) Be responsible for approving the budget and for the fiscal management of the Association, including the general supervision of the reserve funds;
- c) Determine the date and location of the annual convention and meeting of the Delegate Assembly;
- d) Call a special meeting of the Delegate Assembly by a two-thirds vote of the Board;
- e) Make recommendations to the Delegate Assembly regarding the amount of Association dues for active and emeritus members;
- f) Determine the Association dues of all special membership categories;
- g) Approve the affiliation of a recognized state association or autonomous organization;
- h) Review all reports of Association officers and committees and transmit recommendations and appropriate reports to the Delegate Assembly;
- i) Make decisions relating to the recognition of state associations;
- j) Establish procedures for initiative, referendum, and recall;
- k) Censure, suspend, or expel, for cause, any member of the Association after due notice and hearing, by two-thirds vote of the Board of Directors;
- l) Vacate censure or reinstate a suspended or expelled member by a two-thirds vote of the Board;
- m) Establish committees;
- n) Develop guidelines for each committee to follow;
- o) Establish the fiscal year of the Association;
- p) Employ, supervise, and evaluate the Executive Director, and renew or terminate the contract;
- q) Continue in office in the event of national emergency and conduct the business of the Association until such time as operations can be carried on in the prescribed manner; and
- r) Have such other powers and perform such other duties as may be provided for in the Bylaws.

Section 6. Meetings

The Board of Directors shall meet at least three times a year to conduct the business of the Association, one meeting of which shall be held in conjunction with the annual meeting of the Delegate Assembly. A majority of the members of the Board shall determine the date and

location of meetings. Due notice of all meetings shall be given to all members of the Board. A quorum of the Board of Directors shall be two-thirds of all its members.

Article V. Officers

Section 1. Officers

The officers of the Association shall be the President, the President-elect, and the Immediate Past President.

Section 2. Steering Committee

- a) Composition: The Steering Committee shall be comprised of the President, the President-elect, and the Immediate Past President. The Executive Director shall serve as an ex-officio, non-voting member.
- b) Powers and Duties: The Steering Committee shall possess such powers and duties as authorized by the Board of Directors.

Section 3. Election of President-elect

No later than February 1 of each calendar year, the Nominating Committee shall submit the names of two candidates for the office of President-elect to the Executive Director. The Board of Directors shall authorize procedures for sending, casting and counting e-mail, facsimile, or other electronic ballots. The executive director shall oversee preparation and sending of ballots during and/or following the NAESP Convention. The ballots may be sent to members as paper ballots, e-mail, facsimile, or another form of electronic ballot, but any member shall be entitled to cast only one form of the ballot. Information concerning the candidates shall be included with the ballot, and space shall be provided on the ballot for write-in votes. Ballots, to be counted, must be received by the Association no later than thirty (30) days after the date on which they were sent from the Association. The ballots shall be counted within five (5) days following the thirtieth (30th) day. An Election Audit Board of not less than three (3) members shall be appointed by the President to oversee the opening and counting of the ballots and to certify the election results. The election of the President-elect shall be determined by the candidate receiving the most votes of all valid ballots cast by the total membership of the Association. In the event of a tie vote, a new election in accordance with the procedures and guidelines as outlined in Board policy shall be held immediately.

Section 4. Term of Office and Qualifications of Officers

- a) Term of Office—The term of office of the President, the President-elect, and the Immediate Past President shall be limited to one year, commencing on July 1, following the election.
- b) Qualifications—Any life member or active member who is an on-line principal or assistant principal may serve as an officer.
- c) No officer may serve more than one term as described in Subsection a.

Section 5. Filling of Vacancies

Vacancies occurring by reason of death, resignation, or other disqualification shall be filled as follows:

- a) A vacancy in the office of President shall be filled by the President-elect;
- b) A vacancy in the office of President-elect shall be filled by the Immediate Past President, who shall serve in such capacity until the vacancy has been filled. Within ten days after the vacancy occurs, the President shall instruct the Executive Director to initiate the election process as prescribed in the Bylaws; and
- c) A vacancy in the office of the Immediate Past President shall not be filled. The President shall appoint a member of the Board of Directors to serve as chairperson of the Credentials Committee.

Section 6. Powers and Duties

- a) President—The President is the chief officer of the Association and shall:
 - 1) Serve as an ex-officio voting member and presiding officer of the Board of Directors;
 - 2) Serve as presiding officer of the meetings of the State Representatives;
 - 3) Serve as an ex-officio voting delegate to and presiding officer of the Delegate Assembly;
 - 4) Represent and speak for the Association on matters of policy, or assign responsibility for such functions;
 - 5) Review Association policies and recommend priorities to be considered by the Board of Directors;
 - 6) Meet regularly with the other officers of the Association;
 - 7) Delegate duties to the President-elect, Immediate Past President, and Executive Director;

- 8) Propose the agenda for meetings of the governing bodies of the Association;
 - 9) Except as otherwise provided in the Bylaws, appoint all chairpersons and members of Association committees;
 - 10) Serve as an ex-officio non-voting member of all Association committees, except the Nominating Committee; and
 - 11) Have such other powers and duties as are authorized by the Board of Directors.
- b) President-elect—The President-elect shall:
- 1) Serve as an ex-officio voting member of the Board of Directors and as an ex-officio voting delegate to the Delegate Assembly;
 - 2) Serve as chairperson of the Resolutions Committee;
 - 3) Act for the President when the President is unable to perform the duties of this office; and
 - 4) Perform other duties as directed by the President or the Board of Directors.
- c) Immediate Past President—The Immediate Past President shall:
- 1) Serve as an ex-officio voting member of the Board of Directors and as an ex-officio voting delegate to the Delegate Assembly;
 - 2) Serve as chairperson of the Credentials Committee; and
 - 3) Perform other duties as directed by the President or the Board of Directors.

Article VI. State Representatives

Section 1. Allocation

- a) There shall be one Representative from each state and the District of Columbia.
- b) The Delegate Assembly may establish other geographic areas for purposes of representation.
- c) Definitions:
 - 1) The phrase “State Representative” shall include such representative;
 - 2) The word “state” shall include such geographic area;
 - 3) The phrase “state association” may include the association of elementary and middle level principals in such area that has been recognized by the Association.
- d) The recognized state association shall be the state organization that has the largest number of Association members.

Section 2. Selection

The State Representative shall be elected by the recognized state association.

Section 3. Term of Office and Qualifications

- a) The State Representative shall serve for a three-year term commencing when elected to take office at the state level. No State Representative may serve more than two consecutive terms.
- b) The State Representative shall be an active member of the Association and of the recognized state association.

Section 4. Filling of Vacancies

In the event that a State Representative does not complete the three-year term, the governing body of the recognized association shall designate a successor to fill the unexpired term.

Section 5. Powers and Duties

The State Representative shall:

- a) Serve as liaison between the Association and the recognized state associations;
- b) Coordinate the Association membership campaigns within his/her respective state;
- c) Advise the Board of Directors on policies and programs;
- d) Meet as a group leader once a year;
- e) Select the Nominating Committee and the chairperson thereof;
- f) Serve as voting members of the Delegate Assembly; and
- g) Perform other duties according to policy.

Article VII. Executive Director

Section 1. Term of Employment

The Executive Director shall be employed by the Board of Directors. The Board of Directors shall contract with the Executive Director for a period of not more than four years. The Executive Director's contract may be renewed.

Section 2. Powers and Duties

The Executive Director, as chief executive of the Association, shall be responsible to the Board of Directors, and shall:

- a) Serve as an ex-officio, non-voting member and secretary of the Board of Directors and Delegate Assembly;
- b) Serve as secretary and treasurer of the Association;
- c) Prepare, with the advice of the Board of Directors, programs for the Association;
- d) Be responsible for the employment, supervision, evaluation, and dismissal of all Association employees in accordance with personnel procedures established by the Board of Directors;
- e) Prepare an annual budget for submission to the Board of Directors;
- f) Receive all funds and be responsible for their safekeeping, accounting, and audit;
- g) Prepare an annual report on Association activities, an annual financial report, and other such reports as prescribed by the Board of Directors;
- h) Be responsible for the preparation and distribution of records of meetings of the Delegate Assembly and the Board of Directors; and
- i) Keep the official seal of the Association and perform other such duties as prescribed by the Board of Directors.

Article VIII. Committees

Section 1. Governance Committees

- a) Credentials Committee
 - 1) Composition —The Credentials Committee shall consist of the Immediate Past President, as chairperson, and nine members who shall be State Representatives or past national Association officers, appointed by the President to serve for one year.
 - 2) Powers and Duties—The committee shall be responsible for the accreditation and seating of delegates to the meetings of the Delegate Assembly. The chairperson of the committee shall submit a report to the Delegate Assembly for action.
- b) Nominating Committee

- 1) Composition —The Nominating Committee shall consist of a chairperson and eight other members, one from each zone, elected by the State Representatives for a term of one year. Not more than four of the members of the committee may be State Representatives. None shall be members of the Board of Directors. Names of the Nominating Committee shall be published at least 60 days prior to the meeting of the committee.
 - 2) Powers and Duties—The Nominating Committee shall select two names for each position to be filled on the Board of Directors. The committee shall submit the names to the Executive Director, who shall prepare and send the ballots.
- c) Resolutions Committee
- 1) Composition —The Resolutions Committee shall consist of the President-elect as chairperson and nine members, one from each zone, who shall be appointed by the President for three-year terms. Nine additional members, one from each zone, shall also be identified as alternates serving the same term as each appointed member from that zone.
 - 2) Powers and Duties—The Resolutions Committee shall:
 - a) Encourage members to initiate resolutions;
 - b) Review, prepare, and submit resolutions to the Delegate Assembly; and
 - c) Update the Platform.

Section 2. Special Committees

The Association shall provide for special concerns through committees as deemed necessary by the Board of Directors.

Article IX. Finance

Section 1. Financial Records and Accounts

Association financial records and accounts shall be the property of the Association and shall be open to inspection by any member upon written request to the Executive Director.

Section 2. Reserve Funds

The Reserve Funds shall consist of the real properties and long-term investments of the Association, together with any other funds or properties received by gift, bequest and devise, and

accrued income from Reserve Funds investments. The Reserve Funds shall be in the charge of the Board of Directors, which shall provide for the investment and safekeeping of such funds. The Board of Directors shall report the conditions of the funds to the Delegate Assembly.

Section 3. Grants

The Association may receive grants and may deposit and expend these funds according to terms of the granter and accepted by the Board of Directors.

Section 4. Distribution of Assets

No part of the net income, revenue, and grants of the Association shall inure to the benefit of any member, officer, or any individual except that reasonable compensation may be paid for services rendered. No member, officer, or individual shall be entitled to share in the distribution of any part of the assets of the Association on its dissolution or liquidation. In the event of such dissolution or liquidation, the assets of the Association, after payment of debts and obligations, shall be transferred to one or more organizations either with federal tax exemption for charitable and educational uses, or with objectives similar to those of the Association. The receiving organization(s) shall be designated by the Board of Directors at its final meeting.

Article X. Parliamentary Authority

Robert's Rules of Order, Newly Revised, shall be the authority governing all matters of procedure not otherwise provided for in the Articles of Incorporation and the Bylaws or by the actions of the governing bodies of the Association.

Article XI. Amendment of Articles of Incorporation and Bylaws

The Articles of Incorporation and the Bylaws shall be amended according to the following procedures:

- a) Proposed amendments to the Articles of Incorporation and the Bylaws must be presented in writing to the President at least 90 days prior to the opening of the first session of the Delegate Assembly.
- b) An amendment may be proposed by:

- 1) Petition containing at least 100 signatures of active members representing at least two different states. The required minimum number of signatures must be equally divided among the states represented.
- 2) The Board of Directors by at least a two-thirds vote.
- c) The Association shall distribute copies of the proposed amendment to the membership not later than 30 days prior to the opening of the first session of the Delegate Assembly.
- d) The President shall present the proposed amendment to the Delegate Assembly.
- e) Proposed amendments shall not be modified or amended by the Delegate Assembly.
- f) Adoption of a proposed amendment shall require a two-thirds vote of the delegates present and voting at the Delegate Assembly.
- g) No amendment shall become effective prior to the adjournment of the Delegate Assembly in which it was adopted.
- h) An amendment to the Articles of Incorporation shall become effective on the filing of the certificate with the appropriate Recorder of Deeds.

**The official NAESP Bylaws document on file at NAESP headquarters superceded this reproduction.

4/2009

Governance Committees Overview

To assist further in carrying out governance responsibilities, the NAESP Bylaws establish three committees and an Election Audit Board. The committees are Resolutions, Nominating, and Credentials. Composition and basic function of these committees are specified in the Bylaws. During 2009-2010, these committees are scheduled to meet on the following dates:

Resolutions	November 19-20, 2009 and April 8-12, 2009
Nominating	January 22-23, 2009
Credentials	April, 2009 (Date to be determined)
Election Audit Board	May 21, 2009 (Tentative)

The Board of Directors may establish special committees to carry out necessary tasks in achieving the purposes and goals of the Association.

Policies related to Committees follow.

COMMITTEES

Policy Statement 400.1 Committee Membership

NAESP Committees should be representative of the widest possible range of interests, experience, diversity and geography.

Scope of Policy

Defines the general characteristics to be included in selecting committee.

Guidelines for Implementation

Except in unusual circumstances, no NAESP governance committee should

1. Have persons who are not members of NAESP;
2. Have representation of only one sex or race;
3. Contain members who are serving simultaneously on another NAESP committee;
4. Contain more than one member from the same electoral zone.

Committees other than governance committees should adhere to statements 1-3 above.

Procedures

All committee members, when accepting an appointment, are expected to attend committee meetings.

A committee member who does not attend two successive meetings may be replaced.

A notice of support will be received from the member's school district before final appointment is made.

Authority Level

Action

President

Considers representative characteristics of committee members when appointing.

COMMITTEES

Policy Statement 400.2 Types and Structure of NAESP Committees

NAESP has two types of committees: Governance and Special Committees.

The Board of Directors shall develop guidelines for each committee to follow.

Scope of Policy

Defines the two types of NAESP committees.

Guidelines for Implementation

1. Governance Committees: The type, composition, membership and function of Governance Committees is mandated by the NAESP Bylaws, Article VIII, Section 1.
2. Special Committees: The Association shall provide for special concerns through committees as deemed necessary by the Board of Directors.

Procedures

See guidelines above.

Authority Level

Board of Directors

Action

As stated above.

COMMITTEES

Policy Statement 400.3 Governance Committees

NAESP Bylaws specify three governance committees: (1) Credentials, (2) Nominating, and (3) Resolutions.

Scope of Policy

Specifies the governance committees of NAESP.

Guidelines for Implementation

Listed with each specific committee.

Procedures

Listed with each specific committee.

Authority Level

Listed with each specific committee.

Action

Listed with each specific committee.

COMMITTEES

Policy Statement 400.3.1 Credentials Committee

A Credentials Committee shall be appointed annually by the President to be responsible for the accreditation and seating of delegates to the Delegate Assembly.

Scope of Policy

Defines the composition, powers and duties of the committee.

Guidelines for Implementation

1. Composition

The Credentials Committee shall consist of the immediate Past President, as Chairperson, and nine State Representatives or past Association officers, one from each zone, recommended by each Zone Director and appointed by the President to serve for one year.

2. Powers and Duties

The Committee shall be responsible for the accreditation and seating of delegates to the meetings of the Delegate Assembly. Each Credentials Committee member shall attend his or her zone meeting and provide delegate ribbons and delegate forms. He or she shall be responsible for submitting the delegate credential report form and other designated forms for his or her respective zone prior to 3:00 p.m. the day before the annual Delegate Assembly meeting at the convention. The Chairperson of the Committee shall submit a report to the Delegate Assembly for action.

Procedures

Specified in Policy 200.1

Authority Level

Action

Immediate Past President

Serve as Chairperson

Submit a report and other designated forms to the Delegate Assembly

COMMITTEES

Policy Statement 400.3.2.a Selection of the Nominating Committee

NAESP State Representatives shall meet annually to elect the Nominating Committee.

Scope of Policy

This policy establishes the requirements and processes by which State Representatives annually elect the nine members of the Nominating Committee.

Guidelines for Implementation

1. Each zone has one member on the committee.
2. Each member of the committee must be a member of NAESP. Several years of membership are preferred.
3. All groups - ethnic minority, male, female - must be represented on the committee.
4. At least one and not more than three carry-over persons must be selected. Members may not serve more than two terms on the Nominating Committee. Carry-over members are considered to be those with prior experience on the committee.
5. Not more than four members may be State Representatives. Persons will be considered to be State Representatives if they hold that position on the first of July following the selection of the Nominating Committee.
6. Persons serving on the Nominating Committee will not be considered for a position on the Board of Directors during their year of service.
7. The Chair of the Nominating Committee must be a carry-over member, but not necessarily a State Representative. The Chair is elected during this selection process. It is recommended that an Alternate Chair also be elected at this time. The Chair will be identified on committee rosters prior to its official meeting.
8. No members of the Board of Directors shall be members of the Nominating Committee.
9. No members of other NAESP governance committees shall be members of the Nominating Committee.
10. The names on the Nominating Committee shall be published at least sixty days prior to the meeting of the Committee.

Policy Statement 400.3.2.a Selection of the Nominating Committee (Cont.)

Procedures

1. The meeting shall be chaired by the NAESP President. The NAESP President-Elect will assist the President by recording decisions and ensuring that procedures for established representation are followed. This process enables the NAESP President to be more familiar with this process when serving as Chair. No NAESP staff member or other non-state representatives are allowed in this meeting.
2. The Chair shall draw for the order in which the zones will draw the selection number.
3. Each zone will then draw a number to determine the order of nomination to the Committee.
4. Alternates should fit the same category as the original nominee wherever possible, although the following exceptions appear to guarantee the representation required by policy:
 - a) Alternates for carry-over members should be the same sex or ethnic representation but do not have to be carry-over unless the original nominee is the only carry-over nominated.
 - b) Alternates for State Representatives should be the same sex or ethnic representation but do not have to be State Representatives (as such representation is not required).
 - c) Alternates for ethnic representatives or other categories can be either sex unless the original nominee is the only male or female representative nominated.
5. Zones may caucus before, during, or after their original nominations.
6. In voting for the Chair and Alternate Chair of the Nominating Committee, there shall be one vote per zone (not state) with a simple majority required for election.
7. Addresses and telephone numbers shall be provided for both the committee member and the alternate.
8. The Chair shall report the results of the election to the Executive Director for publication.

Authority Level

Action

President	Chairs the meeting and reports results to the Executive Director
State Representatives	Elect the Nominating Committee and its Chair
Executive Director	Publishes the names of the Nominating Committee at least sixty days prior to its meeting.

COMMITTEES

Policy Statement 400.3.3 Resolutions Committee

The Resolutions Committee shall consist of the President-elect as Chairman and nine members, one from each zone, who shall be appointed by the President for a three-year term. An appointee may only serve for one term. Three members and their alternates shall be appointed each year by the President. The alternates shall not have served in prior years on the Resolutions Committee. All zones shall be represented on this Committee.

Powers and Duties

The Resolutions Committee shall encourage members to initiate resolutions and shall review, prepare, and submit resolutions to the Delegate Assembly and update the Platform.

Scope of Policy

Defines the composition, powers, and duties of the Resolutions Committee.

Guidelines for Implementation

It is the responsibility of the Resolutions Committee to:

1. Review the Platform for any necessary revisions or deletions. Statements for which no new action has been recommended for ten years shall be identified as having been reviewed by the Resolutions Committee. Identification will be an asterisk beside the year in which the Committee reviewed the statements and found no change to be necessary.
2. Review resolutions submitted through the solicitation process.
3. Develop new resolutions to be presented to the subsequent Delegate Assembly.
4. Prepare or refine a rationale for each new resolution, including its impact on the current Platform.
5. Identify the impact on the current Platform of proposed resolutions, specifically whether they: (1) address a totally new issue, (2) constitute a change in philosophy or intent, or (3) further support or describe a previous plank in the Platform.
6. Specify deletions to be made in the Platform and prepare a rationale for each.
7. Present the proposed resolutions and deletions to the Delegate Assembly for action.
8. Review the Platform to include resolutions and deletions approved by the Delegate Assembly.

Policy Statement 400.3.3 Resolutions Committee (Cont.)

Procedures

Resolutions are solicited from members, states, zones and committees. All proposed resolutions must be received by the Resolutions Committee no later than thirty (30) days prior to the opening day of the National Convention.

Resolutions proposed to the Resolutions Committee will be mailed to delegates and will be made available to the membership through a regular or special publication at least thirty (30) days prior to the Delegate Assembly.

Proposed resolutions will be reviewed at an open hearing of the Resolutions Committee on the opening day of the Convention. Any NAESP member may attend the open meeting and seek to modify any proposed resolution. The following procedures for amending and approving the proposed NAESP resolutions will be strictly observed.

Members of the Resolutions Committee will review the proposed resolutions singularly and request suggestions for modifications. Any NAESP member may propose changes to Committee resolutions either verbally or in writing, but no changes will be considered at the Delegate Assembly that have not been presented at the open hearing.

On the following day NAESP members may meet with the Resolutions Committee to learn the decision of the Committee on proposed changes that were presented at the open hearing. If the requested change is accepted by the Committee, no further action by the member is necessary. If the Committee declines to sponsor the requested change and the member wishes the Delegate Assembly to consider that change, the member should request NAESP staff prepare sufficient copies of the change to be made available a minimum of twenty-four (24) hours in advance of the Delegate Assembly and distributed to the delegates at the Delegate Assembly.

(Resolutions process during the Delegate Assembly is covered in Policy 200.2.)

Authority Level

Action

Resolutions Committee

As stated above.

Zone 2 Rotations

Current “informal understanding” between New Jersey, New York and Pennsylvania
as understood and compiled by Tom Sigafoos- PA
Updated 7/31/07

NAESP Positions/ Committees

Zone 2 Director (elected in NAESP election by all of zone 2)

2000-2002	New Jersey- Mary Reece
2002-2005	New York- Bonnie Tryon
2005-2008	Pennsylvania- Tom Sigafoos
2008-2011	New Jersey- Lou Della Barca
2011-2014	New York-

Nominating Committee (appointed by State Representatives at Convention)

2001	Pennsylvania- Tom Sigafoos
2002	New Jersey- Carole Schwalje
2003	New Jersey (for NY: we needed a chair)- Carole Schwalje (Chair)
2004	Pennsylvania- Richard Houseknecht
2005	New York- Gail Cholden (NY State Rep.)
2006	New Jersey- B. Lynn Robinson
2007	New York (make-up for 2003)- Gail Cholden (Chair)
2008	New Jersey (3- way switch w/NY, NJ & PA)- Fidelia Sturdivant (NJ)
2009	Pennsylvania (3- way switch w/NY, NJ & PA)- Richard Houseknecht (Alt. Chair)
2010	New York- (3- way switch w/NY, NJ & PA)-
2011	New York-
2012	Pennsylvania-
2013	New Jersey-

Resolutions Committee (appointed by NAESP President when term is open)

2000-2003	Pennsylvania- Richard Bonnar
2003-2006	New Jersey- Deb Harvest
2006-2009	New York- Bonnie Tryon
2009-2012	Pennsylvania-
2012-2015	New Jersey-

Credentials Committee (appointed by NAESP President and only functions at NAESP Convention- handle the delegate paperwork)

2001	Pennsylvania- Cathy Kreitz
2002	New Jersey- Lou DellaBarca
2003	Pennsylvania- Tom Sigafoos
2004	Pennsylvania- Tom Sigafoos
2005	New Jersey- JoAnn Susko
2006	New York- Gail Cholden
2007	New Jersey- Fidelia Sturdivant
2008	New York- Gail Cholden
2009	Pennsylvania-
2010	New Jersey-
2011	New York-
2012	Pennsylvania-
2013	New Jersey-

NAESP ZONE 5 OFFICE ROTATION

<u>Year</u>	<u>Zone Director</u>	<u>Nominating Comm. Naming</u>	<u>On Credentials</u>	<u>On Resolutions</u>	<u>Hosting Zone Meeting</u>
00/01	Kentucky (Rosie Young)	Illinois (Swanson)	Kentucky	Indiana	Indiana
01/02	Kentucky (Rosie Young)	Indiana	Illinois	Indiana	Illinois
02/03	Kentucky (Rosie Young)	Kentucky	Illinois	Illinois	Kentucky
03/04	Illinois (Paul Mikulcik)	Illinois	Kentucky	Illinois	Indiana
04/05	Illinois (Paul Mikulcik)	Indiana (Derek Arrowood)	Indiana	Illinois	Illinois
05/06	Illinois (Paul Mikulcik)	Kentucky	Illinois (Kim Zinman)	Kentucky (Lisa Hutson Waller)	Kentucky
06/07	Indiana (Mark Kern)	Illinois	Kentucky	Kentucky (Lisa Hutson Waller)	Indiana
07/08	Indiana (Mark Kern)	Indiana	Indiana	Kentucky (Lisa Hutson Waller)	Illinois
08/09	Indiana (Mark Kern)	Kentucky	Illinois	Indiana	Kentucky
09/10	Kentucky	Illinois	Kentucky	Indiana	Indiana
10/11	Kentucky	Indiana	Indiana	Indiana	Illinois
11/12	Kentucky	Kentucky	Illinois	Illinois	Kentucky
12/13	Illinois	Illinois	Kentucky	Illinois	Indiana
13/14	Illinois	Indiana	Indiana	Illinois	Illinois
14/15	Illinois	Kentucky	Illinois	Kentucky	Kentucky
15/16	Indiana	Illinois	Kentucky	Kentucky	Indiana
16/17	Indiana	Indiana	Indiana	Kentucky	Illinois
17/18	Indiana	Kentucky	Illinois	Indiana	Kentucky
18/19	Kentucky	Illinois	Kentucky	Indiana	Indiana
19/20	Kentucky	Indiana	Indiana	Indiana	Illinois
20/21	Kentucky	Kentucky	Illinois	Illinois	Kentucky
21/22	Illinois	Illinois	Kentucky	Illinois	Indiana
22/23	Illinois	Indiana	Indiana	Illinois	Illinois
23/24	Illinois	Kentucky	Illinois	Kentucky	Kentucky
24/25	Indiana	Illinois	Kentucky	Kentucky	Indiana
25/26	Indiana	Indiana	Indiana	Kentucky	Illinois
26/27	Indiana	Kentucky	Illinois	Indiana	Kentucky
27/28	Kentucky	Illinois	Kentucky	Indiana	Indiana
28/29	Kentucky	Indiana	Indiana	Indiana	Illinois
29/30	Kentucky	Kentucky	Illinois	Illinois	Kentucky
30/31	Illinois	Illinois	Kentucky	Illinois	Indiana
31/32	Illinois	Indiana	Indiana	Illinois	Illinois
32/33	Illinois	Kentucky	Illinois	Kentucky	Kentucky

Zone 5 Annual Meeting Rotation (Late February: Friday/Saturday)

2008	Illinois
2009	Kentucky
2010	Indiana
2011	Illinois
2012	Kentucky
2013	Indiana

NAESP Zone 6 Rotations

Agreed upon on July 28, 2007 by the states of Iowa, Michigan, and Wisconsin

Zone 6 Director - three year term of office - elected

07-08- Iowa (Julie K)

08-09- Iowa (Julie K)

09-10- Iowa (Julie K)

10-11 - Wisconsin

11-12 - Wisconsin

12-13 - Wisconsin

Michigan follows beginning in 13-14

Nominating Committee- two year rotations- open to possible change in WV/Iowa rotation desired in the future- appointed if by state Reps at Convention

07-08 – Michigan (Bill Shephard?)

08-09 - Michigan

09-10 - Wisconsin

10-11- Wisconsin

11-12 - Iowa

12-13 – Iowa

Resolutions Committee- three year term of office- appointed by NAESP Pres.

I -91- Iowa (Mandy Ross finishing third year)

08-09 - Wisconsin

09-10 - Wisconsin

10-11 - Wisconsin

11-12 - Michigan

12-13 - Michigan

13-14 - Michigan

Credentials- usually the state rep does this, could be someone else however – appointed by NAESP Pres.

07-08- Iowa (Paul Wenger)

08-09- Wisconsin (Mark White)

09-10- Michigan (Susan Townsend)

It was also agreed that the national convention party in April 08 will be planned by Wisconsin (Tom Beattie, Exec Director) for Nashville and will be held on Sunday evening starting at about 6 PM. Memory serves that it is Iowa after that in 2009 (New Orleans) and Michigan to follow in 2010(Houston), but not positive on that. It was also agreed the three State Reps should pursue one double-size booth for the Nashville Convention for Zone 6 and that each state would provide their own materials, etc. and staff the booth for one day each.

Submitted by Mark White, Wisconsin State Representative

Section 3: Board Member Roles, Responsibilities, and Policies

Calendar of Board Events

Board Member Procedures and Protocol

Directors' Reports

Role and Responsibilities of Board Members and Relevant Policies:

100.2.A Expenses for Zone Directors

100.2.B Expenses for President-Elect and Past President

100.2.C Expenses of President

100.2.F Guidelines for Complimentary Arrangements for Past Officers and
Board Members

100.3.A Complimentary Membership

100.4 Executive Sessions

100.12 Travel Guidelines for NAESP Officers and Executive Director for State
Conferences or Special Meetings

Date/Event/Locations	Board roles/responsibilities
<p>July 2009</p> <p>1 New membership and new fiscal year begin</p> <p>11 Officers' Orientation <i>Renaissance Washington D.C. hotel</i></p> <p>12-15 Summer Board Meeting <i>Renaissance Washington D.C. hotel</i></p> <p>15-17 National Leaders' Conference <i>Renaissance Washington D.C. hotel</i></p>	<p>New Board members begin their term on the Board of Directors</p> <p>Officer only</p> <p>All Board members attend</p> <p>All Board members attend Board members host zone meetings</p>
<p>August 2009</p>	
<p>September 2009</p>	
<p>October 2009</p> <p>18-21 Fall Board Meeting <i>Capital Hilton Washington D.C.</i></p> <p>22-23 National Distinguished Principals Program <i>Capital Hilton Washington D.C.</i></p> <p>Various Dates – Overseas Consultant Trips for second year Board members</p>	<p>All Board members attend</p> <p>All Board members attend and host NDP's from their zones</p> <p>Only second year Board members attend</p>
<p>November 2009</p> <p>19-20 Resolutions Committee <i>NAESP Headquarters</i></p> <p>Various Dates – Overseas Consultant Trips for second year Board members</p>	<p>President-elect</p> <p>Only second year Board members attend</p>
<p>December 2009</p>	
<p>January 2010</p> <p>22-23 Nominating Committee <i>NAESP Headquarters</i></p>	<p>No Board responsibility</p>

Jan. 31 Federal Relations Conference	
February 2010	
1-2 Federal Relations Conference <i>Washington D.C.</i>	All Board Members attend
3-5 Winter Board Meeting	All Board Members attend
March 2010	
April 2010	
4-8 Spring Board Meeting <i>Houston, TX</i>	All Board members attend
8-11 Annual Convention <i>Houston, TX</i>	Board members host zone meetings Officers preside over general sessions
May 2010	
21 Election Audit Board Meeting <i>NAESP Headquarters</i>	Executive Director and Deputy Executive Director
June 2010	
July 2010	
1 New membership year and new fiscal year begin	New Board members begin their term on the Board of Directors
TBD Summer Board Meeting <i>Washington, D.C.</i>	All Board members attend
TBD National Leaders' Conference <i>Washington, D.C.</i>	All Board members attend Board members host zone meetings

Board Member Procedures and Protocol

Board Meeting – National Leaders’ Conference

BEFORE July Board Meeting

- ✓ Travel Authorization to NAESP (request advance if desired) The NAESP Travel Authorization form should be filled out prior to any NAESP function you attend on behalf of NAESP. (Board meetings, State Conferences, Leadership Summits, etc) This provides Association Insurance should something happen to you while on official business.
- ✓ Arrival/Departure form to NAESP.
- ✓ Make arrangements for an informal Zone Get-together for the Thursday evening of NLC. This may vary by Zone, so check with your predecessor about past practices.
- ✓ Communicate by e-mail with those attending the NLC and let them know of any special activities you are planning. The NAESP office will send you a list of folks registered to attend prior to the meeting.
- ✓ Welcome cards to State Leaders (You will leave these at the Hotel front desk on their anticipated days of arrival.)
- ✓ Read Board Agenda items (select items from consent agenda for discussion if necessary)

DURING July Board Meeting

- ✓ Participate in all Board activities (spouses/significant others are usually included in social events and require an RSVP to NAESP, children are not)
- ✓ Business dress
- ✓ Actively participate in discussions and follow Board norms
- ✓ Host Zone informal Zone get-together (usually Thursday evening)
- ✓ Make restaurant arrangements for a Zone NDP dinner you will host during the NDP activities in October. This takes place on Thursday evening and in some cases Zone Directors share in the arrangements and several Zones go together to dinner. Check with your predecessor about what they did last year. For those going together, veteran Board members usually take the lead in making arrangements, but this happens while you are here in DC for this meeting.

- ✓ NAESP picks up the tab for NDPs. The NDPs pay for their guest if they bring one. In some cases you can make the case to State Affiliates and get them to support their NDP by paying for the guest. Either way, you collect the money between now and the NDP activities. Some NDPs like receipts and you may need to develop a receipt. I have attached a sample.
- ✓ Meet and greet our state leaders. You are a primary NAESP Ambassador!
- ✓ Conduct the Zone meeting for all of your NLC participants. We will create, discuss and provide a Zone Common Agenda that all Directors will use.

AFTER July Board Meeting

- ✓ If you have a lot to take home, you can ship things home from the hotel. Include the cost on your expense voucher. These costs will be deducted from your zone budget.
- ✓ Fill out Travel Expense voucher, attach receipts as necessary. Automatic \$64 per Diem. If you have e-mail costs from the hotel so you can keep in touch with school, document them as miscellaneous and submit on your expense form. Send to NAESP office within 1 week.

Board Meeting – National Distinguished Principals’ Program

BEFORE October Board Meeting and NDP Activities

- ✓ Travel Authorization to NAESP (request advance if desired) The NAESP Travel Authorization form should be filled out prior to any NAESP function you attend on behalf of NAESP. (Board meetings, State Conferences, Leadership Summits, etc) This provides Association Insurance should something happen to you while on official business.
- ✓ Arrival/Departure form to NAESP.
- ✓ Finalize restaurant arrangements for a Zone NDP dinner you will host during the NDP activities. This takes place on Thursday evening and in some cases Zone Directors share in the arrangements and several Zones go together to dinner. Sometimes Zone Directors use Zone money to purchase a small gift for each of their NDPs. If you plan to do this, get them ordered and ready to present at the dinner, these will be charged to your Zone budget.
- ✓ Make personal calls to NDPs in your zone congratulating them on the honor and answering any questions they might have.
- ✓ Communicate by formal letter congratulating NDP’s and let them know of any special activities you are planning. Ask for an RSVP for guests for the ZONE dinner. (Sample letter attached)
- ✓ Communicate with State Executive Directors about the special ZONE dinner inviting them and encouraging them to support the costs of the guest of their NDP.
- ✓ Get Welcome cards ready to give to NDPs when they arrive at the hotel. (These can be given to them in person when you greet them on the first day or you can leave them at the front desk.)
- ✓ Follow-up with e-mails to NDPs expressing your excitement about the events, build their anticipation for the events and making yourself available for any troubleshooting about event schedule, arrangements, etc.!
- ✓ Read Board Agenda items (select items from consent agenda for discussion if necessary)
- ✓ **NDP Clothing Allowance: Formal wear**

Men Option 1 - First year Board members may purchase a tuxedo – up to \$450.00 during this first year and that will be reimbursed by NAESP with a receipt included with your NDP expense report. With this option, there will be no clothing allowance for your final two years on the Board.

Men Option 2 – You may rent a tuxedo each year and will be reimbursed up to \$150 each year with a receipt included with your expense report.

(Second year Board members will have a maximum of \$300 to purchase a tux if they did not purchase one last year or will be reimbursed as in option 2 above. Third year Board members that have not previously purchased a tux will be reimbursed up to \$150 with a rental receipt for this year.)

Ladies – NAESP will reimburse actual expenses up to \$300 each year as previously set in place. You do not have to spend the \$300, but a receipt for your expenses will be required.

DURING October *Board Meeting and NDP Activities*

- ✓ Participate in all Board activities (spouses/significant others are usually included in social events and require an RSVP to NAESP, children are not)
- ✓ Business dress for meetings
- ✓ Formal Evening wear for the Friday evening NDP Banquet – There is a formal wear allowance for Board members that can be placed on their expense accounts. Ladies have up to \$300 for each NDP program attended. For gentlemen that don't own a tuxedo, you can purchase one for your use during your 3 years on the Board probably cheaper than renting one each year. Tuxedo allowance is up to \$150 for each NDP program attended.
- ✓ Actively participate in discussions and follow Board norms
- ✓ Meet and greet your NDPs and let them know you will serve as their host. Anything they need – you are **THEIR** contact.
- ✓ Host the special Zone Dinner for NDPs and guests at a restaurant of your choice on Thursday evening.
- ✓ Many Board members take photos of NDPs from their ZONE during the NDP activities and then send them a CD or electronic pictures after the event.

AFTER October *Board Meeting and NDP Activities*

- ✓ If you have a lot to take home, you can ship things home from the hotel. Include the cost on your expense voucher. These costs will be deducted from your zone budget.
- ✓ Fill out Travel Expense voucher, attach receipts as necessary. Automatic \$64 per Diem. If you have e-mail costs from the hotel so you can keep in touch with school, document them as miscellaneous and submit on your expense form. Send to NAESP within 1 week.
- ✓ Send photos, etc. to your NDP's at their homes or schools!

Board Meeting – Federal Relations Program

BEFORE *Winter Board Meeting*

- ✓ Travel Authorization to NAESP (request advance if desired) The NAESP Travel Authorization form should be filled out prior to any NAESP function you attend on behalf of NAESP. (Board meetings, State Conferences, Leadership Summits, etc) This provides Association Insurance should something happen to you while on official business.
- ✓ Arrival/Departure form to NAESP.
- ✓ Read Board Agenda items (select items from consent agenda for discussion if necessary).
- ✓ Provide electronic feedback for the Executive Director Evaluation. This is usually due to the President by mid-December so he/she can review a summary report for the Winter Board meeting.
- ✓ Get Welcome cards ready to give to Federal Relations' participants when they arrive at the hotel.
- ✓ Be prepared to provide an oral Zone Report highlighting your activities/travels/correspondence related to your position on the NAESP Board of Directors.

DURING *Winter Board Meeting*

- ✓ Participate in all Board activities (spouses/significant others are usually included in social events and require an RSVP to NAESP, children are not).
- ✓ Actively participate in discussions and follow Board norms.
- ✓ Check to get a budget update for your Zone accounts.
- ✓ Provide an oral Zone Report highlighting your activities/travels/correspondence related to your position on the NAESP Board of Directors.
- ✓ Departing Board members begin thinking about what you will “leave” your Board colleagues with at your final Board gathering at convention. (thoughts, gifts, etc.)

AFTER *Winter Board Meeting*

- ✓ If you have a lot to take home, you can ship things home from the hotel. Include the cost on your expense voucher. These costs will be deducted from your zone budget.

- ✓ Fill out Travel Expense voucher, attach receipts as necessary. Automatic \$64 per Diem. If you have e-mail costs from the hotel so you can keep in touch with school, document them as miscellaneous and submit on your expense form. Send to NAESP within 1 week.
- ✓ Communicate congratulations to President-elect candidates and Zone Director candidates selected by the Nominating Committee that will meet in late January.

Board Meeting – NAESP Convention

BEFORE *Convention Board Meeting*

- ✓ Travel Authorization to NAESP (request advance if desired) The NAESP Travel Authorization form should be filled out prior to any NAESP function you attend on behalf of NAESP. (Board meetings, State Conferences, Leadership Summits, etc) This provides Association Insurance should something happen to you while on official business.
- ✓ Arrival/Departure form to NAESP.
- ✓ Make arrangements for any Zone social activity you will host during the national convention. All zones do this differently. Some zones don't have an activity, some zones get money from each state in the Zone to support an activity, some zones get a sponsor to underwrite an activity, and others simply choose a place and time to meet and members are on their own for their purchases. The real purpose for having a zone social activity is to provide folks an opportunity to meet and greet other principals from the various states in the zone.
- ✓ Communicate with State Executive Directors and NAESP State representatives about the special ZONE social event (if there is one) and get their assistance in getting the word out.
- ✓ Get Welcome cards ready to give to special friends and leaders that have supported your role as a Zone Director. (These can be given to them in person when you greet them on the first day or in some venues you can leave them at the front desk.)
- ✓ Read Board Agenda items (select items from consent agenda for discussion if necessary)
- ✓ Create an initial timeline/day-to-day calendar for the meetings/social events/board activities, etc. you plan on attending. This will be revised at the Board meeting, but it is a good idea to have a head start.
- ✓ Be prepared to provide an oral Zone Report highlighting your activities/travels/correspondence related to your position on the NAESP Board of Directors.
- ✓ Departing Board members should finalize plans about what you will “leave” your Board colleagues with at your final Board gathering at convention. (thoughts, gifts, etc.) There will be opportunity for this in the Presidential suite the last night of the convention following the Board dinner.

DURING Convention Board Meeting

- ✓ Participate in all Board activities (spouses/significant others are usually included in social events and require an RSVP to NAESP, children are not)
- ✓ Business dress for all meetings with the exception of the Welcome Gala. Sometime it has a special theme. You ARE the leaders of our National Association!
- ✓ Actively participate in discussions and follow Board norms
- ✓ Make final contacts and host the special Zone social activity if you have one planned for the convention.
- ✓ Get a budget update on your Zone account.
- ✓ Provide an oral Zone Report highlighting your activities/travels/correspondence related to your position on the NAESP Board of Directors.

AFTER Convention Board Meeting

- ✓ If you have a lot to take home, you can ship things home from the hotel. Include the cost on your expense voucher. These costs will be deducted from your zone budget.
- ✓ Fill out Travel Expense voucher, attach receipts as necessary. Automatic \$64 per Diem. If you have e-mail costs from the hotel so you can keep in touch with school, document them as miscellaneous and submit on your expense form. Send to NAESP within 1 week.

So You Know – Important Miscellaneous

- Each Zone Director or Foundation Director has a small budget, between \$1,800 and \$3000 depending on the size of your zone to spend as you deem necessary. This is to be used for any correspondence costs, travel and per diem to your state affiliate activities, shipping costs for shipping items home from Board meetings, personal gifts for state leaders, etc. Different Directors use this fund in different ways. While using this for some hospitality for state leaders may be appropriate, this is not the primary purpose for this small budget and you must take care not to go over budget without prior approval from the Executive Director or designee.
- Oral zone reports should be reports about your NAESP activities in your zone. A synopsis of your travels to state conferences, NAESP committees, and hot topics worthy of NAESP consideration.
- If there are issues with your hotel accommodations/assignments once you are on site contact MARIE. Board members should not be making changes. Those need to come through Marie and she will get appropriate approval for changes.
- You don't have to register for meetings or make hotel accommodations for Board Meetings or Convention. NAESP handles that. It is important that your arrival/departure sheet is accurate. If you plan to come earlier than the recommended beginning travel day or stay later than the recommended ending travel day, it should be cleared through NAESP and in most cases you will be responsible for the extra cost.
- Certainly Gail and Mike can be contacted directly, but Marie should ALWAYS be your first contact at the NAESP office for getting in touch with other NAESP staff. Generally, she may be the best first contact for Mike and Gail, too as their schedules can be crazy. She can then expeditiously take care of your issue or put you in touch with other staff if necessary.

Compiled by Mike Schooley, Revised, June 2009

Outline for NAESP Directors' Reports

The items below are provided as suggestions to guide your report to the Board of Directors. It is not necessary to report on all of the areas.

- A. Synopsis of travel to state conferences and other meetings as a Board representative
- B. NAESP Committees
- C. Specific activities that support NAESP's Vision and Intermediate Goals
- D. Hot topics in your zone or area of representation worthy of NAESP consideration
- E. Insights to enhance NAESP's services and support for members

ROLE AND RESPONSIBILITIES OF BOARD MEMBERS

Board members are encouraged to carefully review **Article IV BOARD OF DIRECTORS** of the NAESP Bylaws. This section of the Bylaws establishes guidelines for the Board of Directors under specific sections as follows:

- Section 1. Composition
- Section 2. Election of Board of Directors
- Section 3. Term of Office and Qualifications of Directors
- Section 4. Filling Vacancies on Board of Directors
- Section 5. Powers and Duties
- Section 6. Meetings

Policies and Procedures

In addition to the Bylaws, a policies and procedures manual has been developed to provide further guidance to the Board in fulfilling its responsibilities in governing the Association. The complete Policy Manual is available on the Board Members Only Section of the NAESP Web site. Board members should familiarize themselves with NAESP policies, paying particular attention to **AREA 100 - BOARD OF DIRECTORS** which includes the following policies:

- 100.1 Decisions by Mail or Telephone
- 100.2.A Expenses for Zone Directors
- 100.2.B Expenses for President-Elect and Past President
- 100.2.C Expenses of President
- 100.2.D Payment of President's Salary
- 100.2.E Expenses for NAESP President's Spouse
- 100.3.A Complimentary Membership
- 100.3.B Complimentary Membership for NASSP Board Members
- 100.4 Executive Sessions
- 100.5 Observers at Meetings of the Board of Directors
- 100.6 Board Minutes
- 100.7 NAESP Steering Committee
- 100.8 Review of Electoral Zone Composition
- 100.9 Limiting Service on Governing Bodies of the Association
- 100.10 Filling Board of Directors Vacancies
- 100.11 Board Attendance at NAESP Program Activities
- 100.12 Travel Guidelines for NAESP Officers and Executive Director for State Conferences or Special Meetings
- 100.13 Appointed Board of Directors Members-at-Large From the NAESP Foundation
- 100.14 Designation of Corporate Officers

Many of these policies are included in this orientation manual for easy reference.

Board Meetings

All Board members are expected to attend all quarterly meetings of the Board of Directors. Board members should notify the President and Executive Director as soon as possible of impending absence. A majority of the members of the Board determines the date and location for all Board meetings other than the one held in conjunction with the National Convention (spring). Traditionally the summer Board meeting has been held in conjunction with the State Leaders Conference and the fall meeting in conjunction with the National Distinguished Principals Program. The winter Board meeting is held in conjunction with the Federal Relations Conference.

Board members are expected to thoroughly review the agenda for the meeting and be prepared for discussion of issues presented. The Board agenda will be provided at least one week in advance of the scheduled meeting. For purposes of planning to attend meetings, Board members should be aware that the Board meetings average three-four days, usually over a weekend in order for Board members to take advantage of reduced airfares when possible and to minimize the Board members' time away from their schools. Board members are expected to make their own travel arrangements; NAESP staff will arrange for appropriate hotel accommodations.

Other Zone Director Responsibilities

Responsibility lies with Zone Directors to continually communicate with the State Leaders in their respective zones, toward strengthening ties at the state level and promoting NAESP membership. Zone Directors are particularly encouraged to maintain close contact with the State Representatives who serve as an important link to potential members.

Zone Directors lead zone meetings during the NAESP Annual Convention and the National Leaders' Conference. The Board agrees on a Zone Common Agenda for these meetings.

A Board Brief is sent to state leaders and past officers following each Board Meeting. The Board Brief highlights actions and discussion from the Board Meeting and is intended to keep members apprised of national activities. In addition, Zone Directors may use the Board Brief in whole or sections as part of a zone newsletter if they choose to make personal contact with individuals in their zones to foster relationships.

Mailing Labels for Zones

Zone Directors may request labels to facilitate communication to members within their respective zones. The labels will be sent upon request as needed. All label requests should be directed to the Executive Director or the Assistant Executive Director, Governance Management and Services.

Additionally, Zone Directors are encouraged to seek advice on handling Zone responsibilities from other, experienced Zone Directors.

BOARD OF DIRECTORS

Policy Statement 100.2.A Expenses for Zone Directors

National Zone Directors are elected by the membership in a specific geographical area, but it is intended that Zone Directors will have a national perspective as they represent the membership. However, in carrying out the duties as Zone Director, it is recognized that expenses may be incurred beyond those incurred at all regular and called meetings of the Board of Directors and the national convention.

It is financially impossible to make available unlimited funds to provide expenses for all zonal activities. Each Zone Director will be allocated a sum of money not to exceed the prorata budgeted amount which may be used at the discretion of the Zone Director in accordance with the NAESP travel policy and subject to the conditions indicated under the guidelines.

Scope of Policy

Specifies the terms and conditions by which zone directors may spend funds from their respective budget line items.

Guidelines for Implementation

1. All Zone Directors shall be required to fill out and submit to the national office the appropriate request form before funds will be disbursed.
2. All monies used shall require appropriate receipts to be submitted to the national office.
3. It is the responsibility of the Zone Director to set priorities on the use of the available monies to the best advantage of NAESP.
4. Funds may not be encumbered beyond the fiscal year without Board approval.

Procedures

See Guidelines above.

Policy Statement 100.2.A Expenses for Zone Directors (Cont.)

<u>Authority Level</u>	<u>Action</u>
Membership	Elect Zone Directors by geographical areas.
Zone Director	(a) Fills out and submits to national office the appropriate request form before funds will be disbursed. (b) Provides appropriate receipts when submitting expense reports to the national office. (c) Sets priorities on the use of available monies to the best advantage of NAESP.

BOARD OF DIRECTORS

Policy Statement 100.2.B Expenses for President-Elect and Past President

Expenses of the President-Elect and Past President, while performing duties of their elected offices beyond all regular and called meetings of the Board of Directors and the national convention, shall be reimbursed in the same manner as the Zone Directors. Each of these officers shall be allocated a prorata budgeted amount which will be used at their discretion in accordance with the NAESP travel policy and subject to the conditions indicated in the guidelines.

Scope of Policy

Specifies the terms and conditions by which the President-elect and Past President may expend funds from their respective budget line items.

Guidelines for Implementation

1. The President-Elect and Past President shall be required to fill out and submit to the national office the appropriate request form before funds will be disbursed.
2. All monies used shall require appropriate receipts to be submitted to the national office.
3. It is the responsibility of the President-elect and Past President to set priorities on the use of the available monies to the best advantage of NAESP.

Procedures

See guidelines above.

Authority Level

Action

President-Elect

- (a) Fill out and submit to the national office the appropriate request form before funds will be disbursed.
- b) Provide appropriate receipts when submitting expense reports to the national office.
- c) Set priorities on the use of the available monies to the best advantage of NAESP.

BOARD OF DIRECTORS

Policy Statement 100.2.C Expenses of President

It is the belief of this Association that in its best interest the President shall be available to perform duties and responsibilities necessary to lead, enhance and promote its goals and purposes.

To perform these tasks, the President's expenses shall be reimbursed in accordance with NAESP travel policy. The President shall be allocated a budgeted amount for financial support for such duties.

Scope of Policy

Specifies the terms and conditions by which the President may expend funds from the President's budget line item.

Guidelines for Implementation

1. The President shall be required to fill out and submit to the national office the appropriate request form before funds will be disbursed.
2. All monies used shall require appropriate receipts to be submitted to the national office.

Procedures

See guidelines.

Authority Level

Action

NAESP

Reimburse the President, in accordance with NAESP travel policy, for carrying out the leadership functions of the Association, subject to the conditions indicated in this policy.

President

- (a) Set priorities on the use of available funds for the best interests of the Association.
- (b) Fill out and submit to the national office the appropriate request form before funds will be disbursed.
- (c) Provide appropriate receipts when submitting expense reports to national office.

BOARD OF DIRECTORS

Policy Statement 100.2.F Guidelines for Complimentary Arrangements for Past Officers and Board Members

Based on the needs of the Association, NAESP Past Officers and Board Members may occasionally be invited to serve in an official leadership capacity during NAESP's annual convention.

Scope of Policy

NAESP Past Presidents and Board Members are not given complimentary housing, travel, and/or registration to NAESP's annual convention unless invited by NAESP to serve in an official leadership capacity.

Guidelines for Implementation

Complimentary arrangements related to NAESP's annual convention for NAESP Past Officers and Board Members are bound by the Scope of Policy as indicated above.

Procedures

See Scope of Policy and Guidelines for Implementation above.

Authority Level

Action

Past Officer or Board Member

Must be invited to serve in an official leadership capacity during NAESP's annual convention.

Executive Director

May recommend Past Officers or Board Members to fill official capacities during NAESP's annual convention based on identified Association needs.

NAESP Steering Committee

Must approve complimentary arrangements related to NAESP's annual convention for any Past Officer or Board Member who is recommended by the Executive Director to serve in an official leadership capacity.

BOARD OF DIRECTORS

Policy Statement 100.3.A Complimentary Membership

NAESP shall present a complimentary membership to a designated supervisor from the school district of each member of the Board of Directors for the duration of the Director's term of office.

Complimentary membership under this policy statement is limited to regular publications of the Association and any other services approved by the Board of Directors.

Scope of Policy

Authorizes the Association to present complimentary memberships to designated officials.

Guidelines for Implementation

Self-explanatory.

Procedures

Self-explanatory.

Authority Level

NAESP (Executive Director)

Action

Present a complimentary membership to a designated supervisor from the school district of each member of the Board of Directors for the duration of the Director's term of office.

BOARD OF DIRECTORS

Policy Statement 100.4 Executive Sessions

Executive Sessions of the Board of Directors may be called by a majority vote of the Board.

An executive session, in general parliamentary usage, has come to mean any meeting, or portion of a meeting, at which the proceedings are secret.

Scope of Policy

This policy would normally be invoked during such times as the Board of Directors is considering personnel decisions or other matters where an open discussion would or could be detrimental to the issue being discussed.

Guidelines for Implementation

1. A motion to go into executive session is a question of privilege, and therefore is adopted by a majority vote.
2. Only members, special invitees, and such employees or staff members as the Board of Directors or its rules may determine to be necessary are allowed to remain in the meeting room.
3. A member is honor-bound not to divulge anything that occurred in the executive session. Anyone else permitted to be present is honor-bound not to divulge anything that occurred.
4. Motions that are approved by the Board in executive session must be officially adopted in an open session.

Procedures

See guidelines above.

Authority Level

Board of Directors

Action

As stated above.

BOARD OF DIRECTORS

Policy Statement 100.12 Travel Guidelines for NAESP Officers and Executive Director for State Conferences or Special Meetings

Over the years there has been a heavy demand for the presence of NAESP officers and the Executive Director for state and regional association meetings. There has also been some confusion over what expenses the national office is responsible for and what expenses the state association should assume. In order to provide this service and avoid duplication of effort by having more than one officer or the Executive Director attend the same meeting and to clarify the responsibility for assuming costs, the following policy has been established.

Scope of Policy

To ensure representation to as many state and regional association meetings as possible by NAESP officers and the Executive Director without duplication and to clarify the responsibility for assuming such expenses.

Guidelines for Implementation

1. In order to provide this service to as many states as possible, under budget limitations, attendance at such meetings will be limited to one officer (with most invitations being directed to the NAESP President) or the Executive Director per conference unless unusual circumstances exist where two or more individuals are needed.
2. Invitations to officers to participate in state or regional association meetings should be sent in writing to the national office well in advance of the meeting. If an invitation is extended by telephone, officers are requested to ask that it be put in writing and sent to the national office.
3. The Assistant Executive Director, Governance Management and Services, will coordinate all travel and keep the NAESP officers and the Executive Director informed on what invitations have been accepted by what officer.
4. As a general rule, NAESP usually assumes responsibility for all travel costs while the state and regional associations are responsible for the costs of lodging and meals.

Authority Level

Action

Officers

Refer invitations to Assistant Executive Director,
Governance Management and Services

Assistant Executive Director,
Governance Management and
Services

Review and submit list of invitations to Executive Director
for approval for insurance and other requirements

Executive Director

Sign the necessary documents

Section 4: NAESP Finances

NAESP 2009-2010 Budget
Financial Report

Proposed Budget

FISCAL YEAR 2009-2010

Presented to the NAESP Delegate Assembly

New Orleans, Louisiana

April 6, 2009



National Association of Elementary School Principals



**PRESIDENT****DR. NANCY M. DAVENPORT**

*Kingston Elementary School
Virginia Beach, VA*

**PAST PRESIDENT****MARY KAY SOMMERS**

*Shepardson Elementary School
Fort Collins, CO*

**DIRECTOR, ZONE 2****LOUIS (LOU) DELLA BARCA**

*C.J. Davenport Primary/Elementary Schools,
Egg Harbor Township, NJ*

**DIRECTOR, ZONE 4****J. EDWARD (EDDIE) POLLARD, JR.**

*Tyrone Elementary School
Tyrone, GA*

**DIRECTOR, ZONE 6****JULI MARY KWIKKEL**

*East and West Elementary School
Storm Lake, IA*

**DIRECTOR, ZONE 8****DEBORAH (DEB) AYERS-GEIST**

*Oak Grove Elementary
Kansas City, KS*

**FOUNDATION****DEBORAH M. HARVEST**

*Johnnie L. Cochran, Jr. Academy
East Orange, NJ*

**EXECUTIVE DIRECTOR****GAIL CONNELLY***

*NAESP Headquarters
Alexandria, VA*

**NAESP FOUNDATION CEO****ERNIE MANNINO***

*NAESP Headquarters
Alexandria, VA*

**PRESIDENT-ELECT****DIANE CARGILE**

*Rio Grande Elementary School
Terre Haute, IN*

**DIRECTOR, ZONE 1****DAVID P. COBB**

*Lyndon Town School
Lyndonville, VT*

**DIRECTOR, ZONE 3****LINDA J. CHAMBERLIN**

*Forest Lakes Elementary School
Forest Hill, MD*

**DIRECTOR, ZONE 5****MARK A. KERN**

*New Palestine Elementary School
New Palestine, IN*

**DIRECTOR, ZONE 7****ROBERT LEWIS MONSON**

*Parkston Elementary School
Parkston, SD*

**DIRECTOR, ZONE 9****BARBARA A. CHESTER**

*Cherry Park Elementary School
Portland, OR*

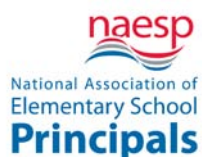
**FOUNDATION****MARK O. TERRY**

*Eubanks Intermediate School
Southlake, TX*

**CHIEF ADVOCACY & MEMBERSHIP OFFICER****MICHAEL SCHOOLEY***

*NAESP Headquarters
Alexandria, VA*

* ex-officio, non-voting member



New Orleans, Louisiana

Monday, April 6, 2009

Members of the NAESP Delegate Assembly:

The National Association of Elementary School Principals (NAESP) has experienced a paradoxical year due to the unexpected challenges evoked by the world economic crisis. On the one hand, we have taken charge of our profession, both in terms of professional standards and strategic goals for our Association and in becoming more proactive in our advocacy efforts. On the other hand, we have been challenged financially due to circumstances beyond our control. However, despite downturns in membership, annual convention registrations, sale of resources, and advertising income, we have managed to hold steady financially. This is a result of strategic leadership on the part of NAESP's executive staff team who made necessary staff and budget cutbacks and secured new sources of corporate support to help offset downturns in revenues.

We expect the coming year to be equally challenging if the state of America's economy does not improve. However, we remain optimistic and are planning forward judiciously and strategically.

Last year, the NAESP Board of Directors approved a strategic framework for our Association with four vision goals for the profession and 17 strategic intermediate goals to guide our Association for 2008-2011. Together these goals represent an ambitious plan for the future. In a new model of shared leadership, the Board and the executive leadership team of the staff are working together to develop and implement major driving strategies toward achieving our goals.

Vision Goals

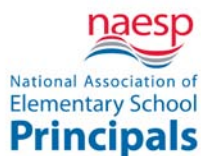
Following the adoption of the strategic framework in January 2008, NAESP has re-aligned its programs, initiatives, staff, and budget to leverage our impact toward achieving each of our four Vision Goals.

Leading

The Leading Vision Goal encompasses our entire advocacy, standards-setting, and communications efforts on behalf of principals, schools, families, and children. We continue to be a voice at the federal level on the ongoing reauthorization of the Elementary and Secondary School Act (ESEA) and in other policy forums.

Learning

The Learning Vision Goal encompasses all of our professional development activities and resource development and dissemination. Thousands of principals have connected and learned something new through NAESP's Annual Convention and Leadership Academy offerings this year.



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Communities

The Communities Vision Goal includes new forums and tools to connect principals based on interests, common ideas, and challenges. It also includes all of our efforts to support principals in linking to their local communities and students, like the *Sharing the Dream* grant program that provides grants for innovative ideas to engage families in schools and learning.

Organizational Transformation

In order to achieve these goals, our Association must continue to grow and evolve as a highly efficient and effective organization. We strive to be responsive to member needs, hot issues, fiscal constraints, and opportunities. We endeavor to be capacity-builders for members and staff. And, we aspire to be forward thinking in our use of data, knowledge, and best practice in the industry. This demands that we have knowledgeable staff, strong financial systems, and powerful technology.

Budget Overview

Fiscal Year (FY) 2009-10 Budget Proposal

The enclosed budget report deliberately aligns the FY2009-10 budget with the Vision Goals. Current economic indicators suggest that conservative budgeting is essential. However, our executive leadership staff will seek out and forge new corporate and foundation alliances to support initiatives toward achieving our goals. Further, we will continue to evaluate the effectiveness of our current programs, projects, and services to gain the best return on our investments as measured largely by the satisfaction of our State Affiliates and our members.

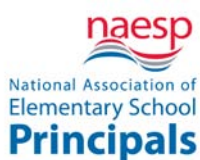
With a new financial team in place this year, NAESP has scrutinized every line item to ensure that investment is being made where the greatest leverage can be achieved. Reflecting the precarious state of our nation's economy, we are presenting a conservatively optimistic balanced budget of \$9,572,500 representing an overall 5% decrease compared to last year's budget.

Fiscal Year (FY) 2008-09 Current Budget Year

Our FY2008-09 budget is based on a twelve-month fiscal year beginning July 1, 2008, and ending June 30, 2009. We are pleased to report that we project at least a break-even position by the end of this fiscal year.

Budget Comparisons

Our FY2008-09 budget was developed to align with our Vision 2021 Goals and established as the baseline year for future budget comparisons. Therefore, this year's budget comparison does not show actual expenditures from FY2007-08; rather it shows a comparison of the proposed FY2009-10 budget against the FY2008-09 budget and the FY2007-08 budget to assure transparency in the budgeting process from one year to the next. It is important to note here that NAESP's fiscal year changed last year resulting in a 10-month operating year for FY2007-08. NAESP ended FY2007-08 with a surplus of revenue over expenses that balanced out with the NAESP Foundation for an overall break-even financial position last year.



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NAESP Foundation

The NAESP Foundation budget is presented annually to the Foundation Board of Directors. Conservatively, the Foundation budget is balanced for FY2009-10 at \$1,195,500, representing a 5% overall decrease compared to last year's Foundation budget.

The Foundation provides important value-added benefits for our State Affiliates and our members. Activities supported by the Foundation include administering grant funds from the U.S. Department of State that support our Board members' travel to international educational conferences, recognition programs for students, funds to support speakers at state affiliate conferences, and, most recently, resources to help schools deal with bullying. Further, the Foundation has launched a *Friends of the Foundation* campaign and is engaged in other fundraising efforts to raise money for building an endowment to help secure the financial future of NAESP.

For more information about the activities that are supported through the Foundation and the significant levels of corporate and foundation support that are needed to provide important value-added benefits for our State Affiliates and our members, visit the Web site at www.naesp.org/NAESP_Foundation.aspx or contact Ernie Mannino, CEO, NAESP Foundation (emannino@naesp.org).

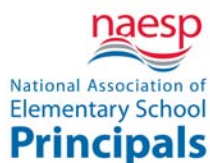
State Affiliates and Strategic Alliances

Our new strategic framework requires NAESP to respect its independently unique mission to serve elementary and middle level principals and other educators in our commitment to all children. Our culture is characteristically collaborative in nature and we believe that strengthening and expanding our cooperative relationships with our Affiliates is key to our success in achieving our Vision Goals developed by and for our members. This means sharing resources, ideas, and connections beyond the state level. We know that fundamentally we are stronger working in collaboration with each other for our common purposes and the developmental needs of our unique student population.

Renewed and new strategic alliances with government, philanthropic, corporate, and non-profit agencies will be essential to augment our organizational capacities and bring our members cutting-edge tools, resources, and connections.

Membership and Dues Status

The NAESP membership count stood at 24,867 on March 31, 2009, representing a decrease in membership from this time last year. We believe this to be a direct reflection of shrinking school budgets and diminished discretionary allowances for principals. It takes tremendous effort to grow and sustain membership during challenging economic times and we are grateful to all of our leaders and staff who work so hard to be certain NAESP remains the



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premier Association dedicated to serving elementary and middle level principals in their commitment to all children.

NAESP is actively responding to research which clearly shows that member expectations are changing with new demographics, a struggling economy, increased requirements for principals' time, and competition for dollars both in personal and professional lives. These conditions translate into challenges for organizational development but also provide the call to action essential for dynamic, positive change.

Due to the relatively stable financial position of the Association, and in consideration of our nation's economic plight, our Board recommends that the dues for NAESP members continue at the current rate of \$215 for active members; further, that all other dues will remain the same for the FY2009-10 membership year.

Driving Strategies

Our Association has experienced an extraordinarily challenging year. However, with a solid foundation in place and a clear vision for the future, you can expect our Association to hold steady during the coming year. Our staff has developed high-leverage driving strategies in order to make progress toward the Vision Goals.

Here are just a few highlights of what is to come:

DRIVING STRATEGY A: Power of the Principal

Develop and implement an **advocacy and public awareness campaign** to raise the profile of principals as educational and civic leaders committed to the academic and social/emotional success of children and youth, and, help principals advocate on behalf of children and the principalship.

DRIVING STRATEGY B: Use of *Leading Learning Communities*

Disseminate and promote the **utilization of *Leading Learning Communities*** across the field and in higher education.

DRIVING STRATEGY C: Principal-to-Principal

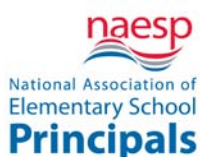
Define, develop, and **cultivate networks** within the membership—in-person and online—to connect principals to each other to explore issues, challenges, concepts, strategies, and opportunities.

DRIVING STRATEGY D: Know Our Members

Know and capture the unique data, needs, and aspirations of **principals** and provide exemplary, customized customer service.

DRIVING STRATEGY E: Project Efficiency

Evaluate and assess all existing programs and processes using a project and process management system.



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DRIVING STRATEGY F: NAESP Foundation

NAESP Foundation **identifies and matches funders** with opportunities for targeted philanthropy supporting principals and the Association.

Summation

We look forward to working with our many colleagues and friends throughout the United States and around the world as we join together for the purpose of enhancing school leadership and advocating on behalf of every child no matter where they live.

We would like to thank our Delegates, State Leaders, members of the Board of Directors, and the NAESP staff for their exceptional dedication and hard work in the past year. Our elementary and middle level principal members should be proud of the work of their leadership and confident in the tremendous skill, knowledge, and passion devoted to supporting and advancing the work our members do every day. Thank you for your leadership of our profession as we work together in making a real difference for principals and children in elementary and middle level schools across the country and around the world now and far into the future.

Sincerely,

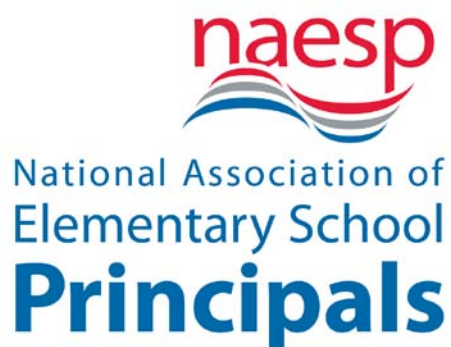
A handwritten signature in black ink that reads 'Nancy M. Davenport'.

Dr. Nancy M. Davenport
NAESP President

A handwritten signature in black ink that reads 'Gail Connelly'.

Gail Connelly
NAESP Executive Director

Attachments:
NAESP Proposed Budget for FY2009-10
Report on the 2008-11 Intermediate Goals



**Proposed Budget
Fiscal Year 2009-10**

- Revenue and Expenses Summary

VISION GOAL NARRATIVES AND BUDGET DETAILS

- Leading Vision Goal Narrative and Budget Detail
- Learning Vision Goal Narrative and Budget Detail
- Communities Vision Goal Narrative and Budget Detail
- Organization Vision Goal Narrative and Budget Detail

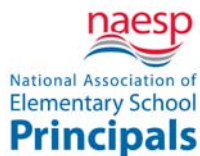
**Report on the 2008-11 Strategic Framework:
Fiscal Year 2008-09 Highlights of Accomplishments**

FY2009-10 Proposed Budget

Fiscal Year July 1, 2009 to June 30, 2010

PROPOSED REVENUE SUMMARY FOUR VISION GOALS	09-10 Budget	08-09 Budget	07-08 Budget
LEADING VISION			
Leadership/Member Dues	1,282,500	1,333,638	1,390,325
Governance - Board Event Sponsor	20,000	40,000	-
Government Relations	10,000	10,000	-
Communications/PR (Principal Advertising)	225,000	270,000	264,000
	1,537,500	1,653,638	1,654,325
LEARNING VISION			
Leadership/Member Dues	1,282,500	1,333,638	1,390,325
Prof Services & Outreach (NDP)	290,000	45,000	45,000
Professional Dev. (Programs/Workshops)	186,500	175,000	166,000
Convention, Registration & Exhibits	1,250,000	1,500,000	1,550,000
	3,009,000	3,053,638	3,151,325
COMMUNITIES VISION			
Leadership/Member Dues	1,282,500	1,333,638	1,390,325
Membership Sponsorships	80,000	50,000	-
Special Membership and P.D. Projects	182,500	232,500	-
Principals Resource Center - Product Sales, PEAP/ACA	1,735,000	2,005,500	1,955,500
Diverse Learning Communities - Sponsorships	-	190,000	200,000
	3,280,000	3,811,638	3,545,825
ORGANIZATION VISION			
Leadership/Member Dues	1,282,500	1,333,638	1,390,325
Executive Office and Outreach - Partnerships	170,000	50,000	-
Marketing - Royalties & Advertising	211,000	128,000	159,800
Administration - Foundation	70,000	70,000	80,000
Finance - Investments and Other	12,500	60,000	28,400
	1,746,000	1,641,638	1,658,525
Total Leadership/Member Dues	5,130,000	5,334,552	5,561,300
Total Other Vision Goal Revenue	4,442,500	4,826,000	4,448,700
Total Revenue	9,572,500	10,160,552	10,010,000

PROPOSED EXPENSES SUMMARY FOUR VISION GOALS	09-10 Budget	08-09 Budget	07-08 Budget
LEADING VISION			
Leadership/Member Expenses	415,545	355,480	357,082
Governance	303,565	345,800	263,100
Government Relations	358,428	398,144	320,575
Communications/Public Relations	808,033	711,256	701,743
	1,885,571	1,810,680	1,642,500
LEARNING VISION			
Leadership/Member Expenses (Status & Advocacy)	415,545	355,480	357,082
Professional Services & Outreach	815,547	485,924	313,866
Professional Development	168,800	415,824	273,798
Convention & Exhibits	955,627	1,149,219	1,283,706
	2,355,519	2,406,447	2,228,452
COMMUNITIES VISION			
Leadership/Member Expenses (Status & Advocacy)	415,545	355,480	357,082
Membership Development	644,538	633,390	649,406
Special Membership Programs	302,763	313,679	223,998
Principals Resource Center	1,335,139	1,643,149	1,832,617
Diverse Learning Communities (moved to Foundation)	-	319,375	583,203
	2,697,985	3,265,073	3,646,306
ORGANIZATION VISION			
Leadership/Member Expenses (Status & Advocacy)	415,545	355,480	357,082
Executive Office and Outreach	145,000	153,000	153,700
Marketing and Research	567,032	524,860	519,684
Administration and Headquarters	1,134,411	1,408,080	1,299,055
Finance and Information Technology	371,437	236,932	163,221
	2,633,425	2,678,352	2,492,742
Total Leadership/Member Expenses	1,662,181	1,421,920	1,428,328
Total Other Vision Goal Expenses	7,910,319	8,738,632	8,581,672
Total Expenses	9,572,500	10,160,552	10,010,000



FY2009-10 Budget Narrative-LEADING VISION GOAL

Activities in the LEADING Vision Goal demonstrate ways in which “NAESP nurtures and supports all principals to demonstrate the vision, courage, and expertise to lead and advocate for effective learning communities in which all children reach their highest potential.” In sum, this includes all governance, advocacy, and communications efforts.

Governance

NAESP’s greatest strength is its ongoing commitment to being principal-led and member-driven. Shared leadership practices will be strengthened and extended to ensure principals and staff are working in tandem and building on the strength of each individual’s expertise.

Revenue in this category is expected from sponsors for special Board and committee events. Expenses are for the Board of Directors, Delegate Assembly, Governance Committees, election of Officers, distribution of minutes and agendas, and communications with State Affiliates. Expenses for Zone Directors, such as promotion of membership, Zone newsletters, and attendance at state meetings are included in this category. NAESP is dedicating staff time and resources to succession planning at all levels of the association.

Government Relations

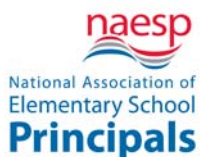
NAESP continues to lead and advocate for principals, schools, and children at the Federal level. Continuing to promote the Association’s recommendations on the Elementary and Secondary Education Act (ESEA) (developed in 2006), NAESP lobbies Congress on the gamut of legislation addressing general and special education, child welfare issues, and the principalship. NAESP is also actively involved in the annual federal budget process to advocate for resources for schools and children and works for a significant increase in federal education funding each year.

For FY2009-10, NAESP will play a key role in advocating for principals as the American Reinvestment and Recovery Act (ARRA) money is dispersed to states and local education agencies. Working with and supporting State Affiliates in legislative relations continues to be critical as ARRA funding rolls-out. Plans are to support efforts to educate legislators on unique issues for elementary and middle level school leaders. State Affiliates will be essential partners in defining the need and process for creating model legislation.

NAESP is investing in the support of an external government relations firm to advise on, develop and push through Congress a signature piece of legislation positioning principals and the Association as leaders in education reform.

NAESP Government Relations staff will develop an online advocacy manual designed to help NAESP members learn how to engage in grassroots advocacy on issues of importance to principals.

NAESP continues our commitment to advocate for coordinated services to meet the needs of the whole child, given the increasingly diverse student body. This includes advocating for early childhood education issues and supporting pre-K efforts nationally and at the state level.



FY2009-10 Budget Narrative-LEADING VISION GOAL

NAESP leadership will work with members of the Learning First Alliance to advance a “definition” of school success that extends beyond academic accountability and assessment to an understanding of other factors, such as whole child development, that contribute to a dynamic learning community

Revenue is anticipated for some event sponsorships. Expenses include the Leading Educators’ Advocacy Dashboard (LEAD), support for the Key Contacts Program, Government Relations Conference, the Resolutions Committee, and new advocacy and outreach efforts.

Communications/Public Relations

As the only national Association that exists solely to serve elementary and middle level principals, NAESP plays a critical role as the unique collective voice on behalf of our members—communicating leadership successes, needs, and challenges. Target audiences include policymakers, the general public, and principals themselves to ensure that all stakeholders understand the impact principals make every day in the lives of children.

Expenses are for some activities in DRIVING STRATEGY A: Power of the Principal, including a public awareness campaign, a *Turnaround Schools* Letter-to-the-Editor series and *What I Love About My Principal* student essay contest. Staff time will be dedicated to defining the campaign and seeking additional resources to execute the campaign pointing up the vital leadership role that principals fulfill in creating and maintaining excellent schools. To begin, NAESP has engaged a strategic communications firm to develop message maps and a consistent messaging platform for all Association activities.

Enhancing the role of NAESP’s President as the Key Spokesperson on behalf of our members will continue as a high priority. We will partner with Body, Mind and Child (BAM) to present NAESP Radio. NAESP’s President and Executive Director will co-host monthly radio interviews focused on hot topics. Additionally, NAESP continues to work with the Learning First Alliance on its campaign, “Public School Insights: What Is Working in Our Public Schools.”

One of the most oft-cited membership benefits is *PRINCIPAL* magazine, which is published bi-monthly and continually evolves in response to member needs. Other award-winning print and electronic publications include the *Communicator* newsletter, *Report to Parents*, *Research Roundup*, *Leadership Compass*, *Middle Matters*, *Before the Bell* newsletter, *Convention News Online*, and *Just in Time Resources*. New marketing research will be conducted to adjust and refine these publications to ensure relevance and usefulness for members.

NAESP has and will continue to engage in significant outreach and communications initiatives tied to *Leading Learning Communities* to ensure the standards are known and understood by the diverse education stakeholder groups, including principal preparation programs.

Revenue from this category is from advertising, mostly in *PRINCIPAL* magazine.

PROPOSED BUDGET FY2009-10 LEADING VISION GOAL	09-10 BUDGET	08-09 BUDGET	07-08 BUDGET
DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)			
Revenue			
Expense			
Salaries and Benefits	\$234,295	\$201,285	\$220,832
Legal Benefits & Status & Advocacy	\$85,000	\$87,500	\$96,250
Affiliate Reimbursement	\$40,000	\$40,000	\$40,000
Consultant Expenses	\$56,250	\$26,695	\$-
Distributed Membership Related Expenses	\$181,250	\$154,195	\$136,250
Total Expense - Distributed Membership Related Expenses	\$415,545	\$355,480	\$357,082
GOVERNANCE			
Revenue			
Total Revenue - Board Event Sponsorships	\$20,000	\$40,000	\$-
Expense			
Board Meetings	\$201,000	\$235,000	\$172,000
Committees	\$31,100	\$42,500	\$43,500
Board of Directors Accounts	\$44,800	\$46,300	\$46,300
Governance Related Activities	\$26,665	\$22,000	\$1,300
Other Expenses	\$303,565	\$345,800	\$263,100
Total Expense - Governance	\$303,565	\$345,800	\$263,100
GOVERNMENT RELATIONS			
Revenue			
Total Revenue - Sponsorships	\$10,000	\$10,000	\$-
Expense			
Salaries and Benefits	\$269,128	\$318,844	\$244,475
Government Relations	\$46,200	\$29,500	\$28,500
Advocacy and Outreach	\$7,500	\$5,000	\$-
Other Expenses	\$89,300	\$79,300	\$76,100
Total Expense - Government Relations	\$358,428	\$398,144	\$320,575
COMMUNICATIONS/PUBLIC RELATIONS			
Revenue			
Total Revenue - Principal Advertising	\$225,000	\$270,000	\$264,000
Expense			
Salaries and Benefits	\$417,033	\$300,356	\$289,272
Public Relations	\$24,500	\$28,000	\$26,001
Principal Magazine	\$255,000	\$250,000	\$236,000
Advertising Promotion and Sales Communicator	\$-	\$4,800	\$6,470
Other Regular Publications	\$85,000	\$90,000	\$107,100
Publication Resources	\$22,500	\$23,600	\$26,700
Communications Event Services	\$4,000	\$3,000	\$-
Other Expenses	\$-	\$11,500	\$10,200
Total Expense - Communications/Public Relations	\$391,000	\$410,900	\$412,471
GRAND TOTAL: Revenue Over (Under) Expenses	\$808,033	\$711,256	\$701,743
GRAND TOTAL: Revenue Over (Under) Expenses	\$(348,071)	\$(157,042)	\$11,825
SUMMARY			
	09-10 Budget	08-09 Budget	07-08 Budget
Distributed Membership Dues Revenue	\$1,282,500	\$1,333,638	\$1,390,325
Other Revenue	\$255,000	\$320,000	\$264,000
Less: Salaries and Benefits	\$920,456	\$820,485	\$754,579
Less: Distributed Membership Dues Related Expenses	\$181,250	\$154,195	\$136,250
Less: Other Expenses	\$783,865	\$836,000	\$751,671
Revenue Over (Under) Expenses	\$(348,071)	\$(157,042)	\$11,825

FY2009-10 Budget Narrative-LEARNING VISION GOAL

The LEARNING Vision Goal asserts that NAESP will “develop and support all principals by providing on-demand learning opportunities that ensure access to the knowledge, skills, networks, and tools necessary to equip all students for the 21st Century.” Much of this goal will build on the foundation of the standards and content in Leading Learning Communities, second edition (LLC). Activities include all professional development activities, the annual convention, and the professional learning and networking of state leaders.

Professional Services and Outreach

Connecting State Leaders and State Affiliate Executive Directors to the National Office promotes information sharing and learning. The annual State Executive Directors Program held each May and the National Leaders Conference held each July provide unique and necessary forums for professional development opportunities, organizational business meetings, and social networking of our profession’s leaders of leaders. The synergy of ideas born out of these yearly events promotes alignment of action at both the state and national levels of the Association in support of mutual goals that are unique to elementary and middle level principals.

NAESP coordinates with the U.S. Department of Education and the National Center for Learning Disabilities (NCLD) to make Response to Intervention (RTI) Center Web-based resources available to our members as they are developed.

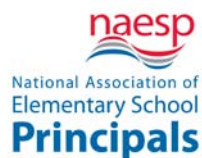
NAESP is a long-standing member of the National Council for the Accreditation of Teacher Education (NCATE) and pays dues annually.

Revenue comes from sponsorships. Expenses are primarily meeting expenses.

Professional Development

NAESP strives to be the go-to place on professional development for principals while understanding the different professional development needs of principals from state-to-state and the limited capacity to meet those needs from the National Office alone. Building on many diverse alliances already established like the partnership with the National Council of Professors of Educational Administration (NCPEA) and the National Board for Professional Teaching Standards (NBPTS), NAESP will seek and identify new alliances aligned to the LLC Standards to provide tools and resources for members, such as partnerships with the National AfterSchool Association and the Developmental Studies Center to support whole child initiatives.

Providing the resources, tools, and opportunities for professional learning is a core part of NAESP’s work. As part of DRIVING STRATEGY B: Use of *Leading Learning Communities*, effort in FY2009-10 will continue to be focused on disseminating and educating about the *Leading Learning Communities* Standards and ensuring they “are recognized as the performance guideline for principal practice.”



FY2009-10 Budget Narrative-LEARNING VISION GOAL

NAESP will develop tools and workshops based upon the revised standards for members and for use by State Affiliates. Planned activities include toolkits, Webinars, translations, and forums for principals and education stakeholders. NAESP will continue to provide its popular summer institute, which last year focused on “Leadership for Learning: Principals as Transformers.”

NAESP subsidizes the pre-conference workshops at Convention to ensure high-quality, content-rich speakers are available for members seeking in-depth professional development experiences.

The Aspiring Principals Program workshop guides are being updated to ensure the information and activities reflect the revised LLC Standards, as well as current research and practice. NAESP will also support development of new materials to encourage and assist adjunct professors and professors of educational administration to incorporate the standards into university preparation programs.

The results of the *Ten-Year Study of the K-8 Principal in 2008* will be released this year and made available on the Web site. The report is based on an extensive survey of members and non-members to capture and compare longitudinal changes in the principalship and discern evolutionary trends affecting membership.

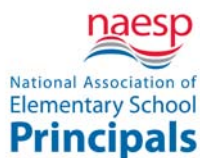
Revenues are generated from registration fees and sponsorships. Some professional development activities are supported by funds raised through the NAESP Foundation. Expenses are primarily development costs and meeting expenses.

Convention and Exhibits

The NAESP Annual Convention continues to be an essential professional development event for elementary and middle level principals attracting several thousand attendees annually from around the world. The convention features leaders in multiple disciplines, distinguished lectures from leaders in the field, author forums, concurrent and special sessions, and in-depth pre-conference workshops. The concurrent sessions also provide an opportunity for members to share their strategies, ideas, and best practices, providing a professional development opportunity for teaching as well as learning. The Convention boasts multi-layered opportunities for networking, notably for minority and middle level principals. The Exposition Hall provides members with valuable resources and exposure to educational products and vendors.

Revenue is derived primarily from the exposition, sponsorships, and registration fees. Expenses include convention center costs, general meeting expenses, printing, speaker fees and travel, freight services, and audio-visual support.

PROPOSED BUDGET FY2009-10 LEARNING VISION GOAL	09-10 BUDGET	08-09 BUDGET	07-08 BUDGET
DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)			
Revenue			
Expense			
Salaries and Benefits	\$234,295	\$201,285	\$220,832
Legal Benefits and Principal Advocacy	\$85,000	\$87,500	\$96,250
Affiliated Reimbursement	\$40,000	\$40,000	\$40,000
Consultant Expenses	\$56,250	\$26,695	\$-
Distributed Membership Related Expenses	\$181,250	\$154,195	\$136,250
Total Expense - Distributed Membership Related Exp	\$415,545	\$355,480	\$357,082
PROFESSIONAL SERVICES & OUTREACH			
Revenue			
National Leaders Conference	\$30,000	\$45,000	\$45,000
State Executive Conference	\$10,000	\$-	\$-
NDP Program	\$250,000	\$-	\$-
Total Revenue - Prof Serv & Out	\$290,000	\$45,000	\$45,000
Expense			
Salaries and Benefits	\$354,497	\$250,174	\$73,276
Leaders Conference	\$175,550	\$150,750	\$140,100
State Executive Directors Conference	\$47,500	\$50,000	\$75,500
NDP Program	\$188,000	\$-	\$-
NCATE Dues and Assessments	\$50,000	\$35,000	\$24,990
Other Expenses	\$461,050	\$235,750	\$240,590
Total Expense - Prof Services & Outreach	\$815,547	\$485,924	\$313,866
PROFESSIONAL DEVELOPMENT			
Revenue			
LLC Workshops	\$25,000	\$50,000	\$60,000
Summer Institute	\$100,000	\$100,000	\$75,000
Standards/Other	\$40,000	\$-	\$-
Leadership Academy	\$1,500	\$-	\$16,000
Total Revenue - Professional Development	\$186,500	\$175,000	\$166,000
Expense			
Salaries and Benefits	\$-	\$234,324	\$143,198
Leadership Academy	\$30,000	\$40,000	\$19,500
Principals Assessment and Development	\$11,500	\$16,500	\$9,800
LLC Workshops	\$25,000	\$50,000	\$40,500
Summer Institute	\$62,300	\$75,000	\$47,300
Standards/Other	\$40,000	\$-	\$13,500
Other Expenses	\$168,800	\$181,500	\$130,600
Total Expense - Professional Development	\$168,800	\$415,824	\$273,798
CONVENTION AND EXHIBITS			
Revenue			
Convention Exhibits	\$600,000	\$600,000	\$609,000
Convention Registration	\$450,000	\$700,000	\$741,000
Convention Sponsorship	\$200,000	\$200,000	\$200,000
Total Revenue - Conventions and Exhibits	\$1,250,000	\$1,500,000	\$1,550,000
Expense			
Salaries and Benefits	\$245,155	\$376,319	\$427,256
Convention Advance Planning	\$47,100	\$36,100	\$35,600
Convention Program	\$430,572	\$439,500	\$471,500
Convention Registration	\$65,300	\$55,800	\$35,950
Convention Exhibits	\$120,500	\$131,000	\$203,900
Pre-Convention and Convention Workshops	\$47,000	\$60,500	\$19,500
Travel and Other	\$-	\$50,000	\$90,000
Other Expenses	\$710,472	\$772,900	\$856,450
Total Expense - Convention and Exhibits	\$955,627	\$1,149,219	\$1,283,706
GRAND TOTAL: Revenue Over (Under) Expenses			
	\$653,481	\$647,191	\$922,873
SUMMARY	09-10 Budget	08-09 Budget	07-08 Budget
Distributed Membership Dues Revenue	\$1,282,500	\$1,333,638	\$1,390,325
Other Revenue	\$1,726,500	\$1,720,000	\$1,761,000
Less: Salaries and Benefits	\$833,947	\$1,062,102	\$864,562
Less: Distributed Membership Dues Related Expenses	\$181,250	\$154,195	\$136,250
Less: Other Expenses	\$1,340,322	\$1,190,150	\$1,227,640
Revenue Over (Under) Expenses	\$653,481	\$647,191	\$922,873



FY2009-10 Budget Narrative-COMMUNITIES VISION GOAL

COMMUNITIES Vision Goal encompasses the many ways that principals connect to each other, to our Association, to the State Affiliates, to international colleagues, and to their local areas including students, families, after-school professionals, and others. This Vision Goal asserts that NAESP will develop and sustain “local, state, national, and global networks that create powerful relationships for effective leadership and learning.” Activities include membership development and support, the Peer Assisted Leadership Services (PALS) program, and the National Elementary School Honor Society.

Membership Development

Serving members is the reason NAESP exists: The efforts to recruit, inform, track, and support members are a core part of connecting principals to their National Association. NAESP continually conducts research and outreach to better understand the interests and expectations of current and prospective members.

This category includes the development of membership campaigns and incentives for designated recruiters.

Revenue is generated through business partnerships. Expenses are primarily in the design, printing, and dissemination of materials and processing.

Special Membership Projects

Advancing new ideas and supporting innovative programs keeps NAESP on the cutting-edge. Known as Peer Assisted Leadership Services (PALS), this network of school leaders is dedicated to enhancing the future of the principalship through mentoring. This includes the Leadership Immersion Institute, the Principals’ Help Line, and the National Principal Mentoring Certification program in collaboration with Nova Southeastern University.

Since its inception, NAESP has been focused on connecting principals for the improvement of the profession. The leadership in this position is charged with developing the strategies for connecting principals to each other using new technologies and fostering alliances that extend the power of the principalship.

Revenue is generated through sponsorships and registrations. Expenses are primarily the development of materials and meeting expenses.

FY2009-10 Budget Narrative-COMMUNITIES VISION GOAL

Member Networks

As part of DRIVING STRATEGY C: Principal-to-Principal, NAESP is establishing and cultivating networks within the NAESP membership to connect our members with one another to explore and resolve issues of like concern and to share practices that work. A Middle Level and a Minority School Network blog series are already available and plans are under way to offer more advanced social networking opportunities around areas of special interest and practice as determined by our members.

Diverse Learning Communities

Principals operate in and among a range of coinciding communities, from the student community to the staff community to the family community.

The *Sharing the Dream* grant competition gives principals the opportunity to develop and fund community engagement projects to strengthen their relationships with parents, create a welcoming school climate, and connect students and families with needed resources.

Revenue includes sponsorships. Expenses are for resource development and dissemination.

NOTE: Several programs, including American Student Council, Dream Reach Succeed, and other Diverse Learning Communities Initiatives have been moved to the NAESP Foundation, along with supporting revenue.

National Principals Resource Center (NPRC)

NPRC provides principals with the latest books and resources on topics such as curriculum, parent involvement, staff development, student motivation, management, and leadership. The NPRC bookstore works in collaboration with State Affiliates to provide state bookstores and a speakers bureau program.

NOTE: The President's Education Awards Program, the American Citizenship Awards, and the Student Council products dissemination have been merged with the NPRC to streamline the product sales, inventory, and fulfillment activities.

NOTE: NPRC has moved this year to the Communities Vision Goal for management purposes.

Revenue is generated through sales, sponsorships, and strategic alliances. Expenses include developing, printing, marketing, and shipping resources.

PROPOSED BUDGET FY2009-10			
COMMUNITIES VISION GOAL	09-10 BUDGET	08-09 BUDGET	07-08 BUDGET
DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)			
Revenue			
Expense			
Salaries and Benefits	\$234,295	\$201,285	\$220,832
Legal Benefits and Principal Advocacy	\$85,000	\$87,500	\$96,250
Affiliate Reimbursement	\$40,000	\$40,000	\$40,000
Consultant Expenses	\$56,250	\$26,695	\$-
Distributed membership Related Expenses	\$181,250	\$154,195	\$136,250
Total Expense - Distributed membership Related Expenses	\$415,545	\$355,480	\$357,082
MEMBERSHIP DEVELOPMENT			
Revenue			
Partnership Revenue	\$80,000	\$50,000	\$-
Expense			
Salaries and Benefits	\$285,638	\$298,390	\$322,406
Membership Development	\$223,300	\$275,000	\$267,000
Membership Processing	\$75,600	\$100,000	\$150,350
Joint Affiliate Support	\$60,000	\$60,000	\$60,000
Other Expenses	\$358,900	\$435,000	\$477,350
Total Expense - Membership Development	\$644,538	\$733,390	\$799,756
SPECIAL MEMBERSHIP PROJECTS (SMP)			
Revenue			
PALS Registration	\$75,000	\$182,500	\$-
Middle Grade Initiative	\$7,500	\$-	\$-
SMP Sponsorships	\$100,000	\$50,000	\$-
Total Revenue - Special Membership Projects	\$182,500	\$232,500	\$-
Expense			
Middle Grade Initiative	\$6,000	\$7,500	\$6,500
PALS Expenses	\$58,500	\$154,000	\$-
School Leadership Innovation Initiative	\$20,000	\$-	\$-
SMP Projects Development	\$20,000	\$20,000	\$-
Other Expenses	\$104,500	\$181,500	\$6,500
Total Expense - Special Membership Projects	\$302,763	\$313,679	\$223,998
PRINCIPALS RESOURCE CENTER			
Revenue			
NPRC Products	\$1,035,000	\$1,250,000	\$1,200,000
Pin Sales	\$650,000	\$680,000	\$680,000
ASCA Products	\$50,000	\$75,500	\$75,500
Total Revenue - Principals Resource Center	\$1,735,000	\$2,005,500	\$1,955,500
Expense			
Salaries and Benefits	\$166,639	\$323,649	\$507,298
NPRC Product Expenses	\$615,000	\$895,000	\$892,000
President's Education Awards	\$430,500	\$347,000	\$342,719
American Citizenship Awards	\$115,500	\$70,000	\$81,300
ASCA Products	\$7,500	\$7,500	\$9,300
Total Expenses	\$1,168,500	\$1,319,500	\$1,325,319
Total Expense - Principals Resource Center	\$1,335,139	\$1,643,149	\$1,832,617
DIVERSE LEARNING COMMUNITIES (DLC) (MOVED TO NAESP FOUNDATION)			
Revenue			
Hershey Sponsorship	\$-	\$90,000	\$200,000
Project Support	\$-	\$40,000	\$-
DLC Sponsorships	\$-	\$60,000	\$-
Total Revenue - Diverse Learning Communities	\$-	\$190,000	\$200,000
Expense			
Salaries and Benefits	\$-	\$229,175	\$377,103
American Student Council	\$-	\$40,200	\$39,600
Dream, Reach Succeed	\$-	\$30,000	\$166,500
DLC Initiatives	\$-	\$20,000	\$-
Other Expenses	\$-	\$90,200	\$206,100
Total Expense - Diverse Learning Communities	\$-	\$319,375	\$583,203
GRAND TOTAL: Revenue Over (Under) Expenses	\$582,015	\$84,214	\$(373,714)
SUMMARY	09-10 Budget	08-09 Budget	07-08 Budget
Distributed Membership Dues Revenue	\$1,282,500	\$1,333,638	\$1,390,325
Other Revenue	\$1,997,500	\$472,500	\$200,000
Less: Salaries and Benefits	\$884,835	\$861,029	\$1,137,839
Less: Distributed Membership Dues Related Expenses	\$181,250	\$154,195	\$136,250
Less: Other Expenses	\$1,631,900	\$706,700	\$689,950
Revenue Over (Under) Expenses	\$582,015	\$84,214	\$(373,714)

FY2009-10 Budget Narrative-ORGANIZATION VISION GOAL

Achieving all of the NAESP Vision Goals will take nothing less than a highly efficient, effective, and business-driven Membership Association. Referencing the best research and practice available in Association management, the ORGANIZATION Vision Goal asserts that NAESP will develop “dynamic leaders, efficient systems, and creative resources that build capacity for long-term sustainability and adaptability in a rapidly changing world.” Activities include strategic development and alliances, marketing, building management, technology overhaul, and NAESP Foundation support.

Executive Office and Outreach

The Executive Office activities include the Association leadership work to develop policy, support State Affiliates, foster alliances, develop Association strategy, and manage the Association business and staff.

NAESP actively seeks national and international alliances and coalitions that can provide resources, leverage, and support for the NAESP goals, including co-branding opportunities for publications and products.

Revenue includes partnership support. Expenses include legal services, travel, and outreach activities.

Marketing and Research

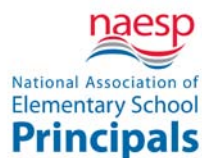
Marketing efforts serve all goal areas focused on outreach and communications of initiatives, resources, and tools to members and State Affiliates. All marketing efforts are driven by market research of current and prospective members. Increased funding in this category will support a comprehensive marketing communications plan that will be developed based on extensive market research.

A Webinar series provides information and resources focused on current member needs.

Staff time and expenses will be dedicated to the DRIVING STRATEGY D: Know Our Members through the collection and utilization of data about our members to provide exemplary, individualized customer service; this will involve “data hunts” and surveys of members and nonmembers to determine how NAESP may better serve better the needs of aspiring, new, and veteran school leaders.

Continuously enhancing the NAESP Web site, NAESP will implement a new and improved online bookstore, a social networking site for principals, an online suppliers’ directory, and a digital version of *Principal* magazine.

Connected to the NAESP Web site, Yareka! (formerly the e-knowledge portal) is NAESP’s and the Educational Research Service’s (ERS) online portal that holds considerable promise for principals wanting to develop professional networks. Expenses for the “Yareka” license with ERS allows all NAESP State Affiliates to link from their Web sites to Yareka through the NAESP Web site. This translates to significant cost-savings for some states and provides an important benefit for the members of all State Affiliates that choose to participate.



FY2009-10 Budget Narrative-ORGANIZATION VISION GOAL

Revenue includes sponsorships, royalties, advertising, and partnerships. Expenses are for technology supports and marketing research.

Administration

NAESP will continue to manage an efficient organization located in its own Headquarters Building in Alexandria, Virginia.

NAESP is committed to recruiting, developing, and retaining a professional staff with balanced expertise in principal leadership and Association management. We are continuing the process of reorganizing our staff to help reduce overall personnel costs. So far, these efforts involve: encouraging those eligible for retirement to consider doing so and affording them the opportunity to serve in consulting capacities with the NAESP Foundation dependent upon their ability to secure funding and manage projects effectively; outsourcing for some areas of operation; and hiring part-time consultants for needed expertise. All current staff are being afforded the opportunity to rise to the challenge with the understanding that further reorganization will occur based on economic realities as we plan forward for FY2009-10.

In an ongoing upgrade of the technology infrastructure, NAESP is working to ensure that all technology is current and member friendly. The Association will continue to create opportunities for exploring emerging technologies and utilization of new ideas.

This category includes the processing of membership records, production and mailing of renewal notices and invoices, membership cards and certificates, mailing gifts for membership surveys, new member packets, and ongoing customer service to members and State Affiliates.

To address DRIVING STRATEGY E: Systems Evaluation, staff and resources will be dedicated to finding systems and processes to maximize NAESP project efficiency toward enhancing organizational performance; this will involve in-depth analysis to determine the most cost-effective and efficient methods of operation.

Revenue is generated through reimbursement of overhead expenses to the Association for projects managed by the NAESP Foundation. Expenses include insurance, supplies, hiring costs, equipment rental, utilities, maintenance, information systems support, and real estate taxes.

Finance

The NAESP Board and staff will continue to ensure the financial stability of the Association.

The NAESP Finance Committee will meet regularly with the Association's auditing firm to ensure transparent and proper management of resources in the post Sarbanes-Oxley era of complex laws and regulations that now apply to not-for-profit organizations.

Revenue is generated by investments. Expenses are primarily salaries and benefits.

NOTE: NPRC has moved to the Communities Vision Goal for management purposes.

PROPOSED BUDGET FY2009-10 ORGANIZATION VISION GOAL	09-10 BUDGET	08-09 BUDGET	07-08 BUDGET
DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)			
Revenue			
Expense			
Salaries and Benefits	\$234,295	\$201,285	\$220,832
Legal Benefits and Principal Advocacy	\$85,000	\$87,500	\$96,250
Affiliate Reimbursement	\$40,000	\$40,000	\$40,000
Consultant Expenses	\$56,250	\$26,695	\$-
Distributed Membership Related Expenses	\$181,250	\$154,195	\$136,250
Total Expense - Distributed Membership Related Expenses	\$415,545	\$355,480	\$357,082
EXECUTIVE OFFICE AND OUTREACH			
Revenue			
Total Revenue- Partnership Support	\$170,000	\$50,000	\$-
Expense			
Field Service			
Field Service/Travel	\$25,000	\$25,000	\$23,500
Executive Contractual	\$20,000	\$25,000	\$29,000
Executive Outreach	\$30,000	\$25,000	\$21,100
Strategic Development	\$20,000	\$25,000	\$21,100
Strategic Alliance Outreach	\$20,000	\$25,000	\$29,000
Legal Counsel	\$30,000	\$28,000	\$30,000
Total Other Expenses	\$145,000	\$153,000	\$153,700
Total Expense - Executive Office and Outreach	\$145,000	\$153,000	\$153,700
MARKETING & RESEARCH			
Revenue			
Mailing List	\$20,000	\$20,000	\$25,000
BOA Royalties/Multiview	\$70,000	\$60,000	\$66,800
Website	\$33,000	\$10,000	\$50,000
Web Site Advertising/Boxwood	\$33,000	\$28,000	\$18,000
Total Revenue - Marketing and Research	\$211,000	\$128,000	\$159,800
Expense			
Salaries and Benefits	\$379,032	\$352,419	\$380,784
Marketing Services	\$44,000	\$40,000	\$39,900
Website	\$27,000	\$50,000	\$37,000
Webinars	\$35,000	\$-	\$-
ERS Dues	\$12,000	\$12,000	\$12,000
Marketing Research	\$30,000	\$30,000	\$30,000
E-Portal	\$40,000	\$40,441	\$20,000
Other Expenses	\$188,000	\$172,441	\$138,900
Total Expense - Marketing and Research	\$567,032	\$524,860	\$519,684
ADMINISTRATION			
Revenue			
Total Revenue -Foundation Administration Revenue	\$70,000	\$70,000	\$80,000
Expense			
Salaries and Benefits	\$397,261	\$554,330	\$466,555
Administration Expenses	\$526,250	\$477,350	\$422,710
Headquarters Building	\$210,900	\$276,400	\$259,440
Other Expenses	\$737,150	\$753,750	\$682,150
Total Expense - Administration	\$1,134,411	\$1,308,080	\$1,148,705
FINANCE			
Revenue			
Total Revenue - Investment and Other Revenue	\$12,500	\$60,000	\$28,400
Expense			
Salaries and Benefits	\$331,437	\$216,932	\$163,221
Services and Support	\$40,000	\$20,000	\$-
Total Expense - Finance	\$371,437	\$236,932	\$163,221
GRAND TOTAL: Revenue Over (Under) Expenses	\$(887,425)	\$(936,714)	\$(683,867)
SUMMARY			
	09-10 Budget	08-09 Budget	07-08 Budget
Distributed Membership Dues Revenue	\$1,282,500	\$1,333,638	\$1,390,325
Other Revenue	\$463,500	\$308,000	\$268,200
Less: Salaries and Benefits	\$1,342,025	\$1,324,966	\$1,231,392
Less: Distributed Membership Dues Related Expenses	\$181,250	\$154,195	\$136,250
Less: Other Expenses	\$1,110,150	\$1,099,191	\$974,750
Revenue Over (Under) Expenses	\$(887,425)	\$(936,714)	\$(683,867)

The NAESP Board of Directors adopted ambitious goals for 2008-2011. As of April 2009, NAESP staff and leadership have demonstrated progress toward the achieving the goals with the investment of time, resources, and creative strategies.

Working with State Affiliates

Throughout the strategic framework, the Vision Goals emphasize the critical collaboration between National and State Affiliates, and FY2008-09 began with a special session with State Affiliates to align State and National strategies. The engaging session at the National Leaders' Conference was facilitated by John Wherry and followed-up with a survey that resulted in State Leaders generating actionable strategies for collaboration to better serve the needs of our members.

Leading Vision Goal

Governance: Electronic Voting

NAESP staff researched and implemented an electronic voting system to make it easier for members to vote and participate in the governance of the Association. Pending approval by the NAESP Delegate Assembly on Monday, April 6, NAESP will institute electronic voting using eBallots.

Voice Of and For the Principal: National Spotlight

In February 2009, NAESP President Davenport was part of an exclusive, invited group of Association leaders who met with Secretary of Education Arne Duncan to discuss the Federal education agenda. Davenport represented the interests and positions of pre-K-8 principals, ensuring that NAESP will impact important education policy to help provide the best-possible education for our Nation's children.

Davenport also responded to numerous media calls including topics related to reactions to President Obama's congressional address (*Education Daily*), how budget cuts are affecting schools (*education.com*), and how schools handle increased incidences of peanut allergies and food bans (*Time*). Davenport was quoted in *Education Daily* and *USA Today*.

Last Fall, NAESP's Executive Director Gail Connelly was featured on Sky Radio discussing NAESP's Vision 2021 Goals and the future of pre-K-8 education and in a podcast for the Illinois Principals Association. Earlier this year, Connelly was featured on Body, Mind and Child (BAM) Radio addressing how principals are coping with current economic challenges. During the coming fiscal year, BAM Radio will partner with NAESP to develop and deliver monthly NAESP Radio segments that will be co-hosted alternately by NAESP's President and Executive Director.

Throughout the past year, Connelly's *Principals' Perspective* column (developed two times per year in cooperation with the Executive Director of NASSP) appeared in *Education Week* as follows

- September 2008 - A New Leader, New School Leadership Support?
- October 2008 - Remembering Dr. Samuel G. Sava: Our Nation's Most Distinguished Principal (1931-2008)
- January 2009 - A Perfect Storm Ushers in New Opportunities for Collaboration
- April 2009 - The 21st Century Principal: Leading, Learning, Building

Brokering Resources: NAESP Advocates for Stimulus Funding for Schools and Principals

In FY2008-09, the unprecedented American Recovery and Reinvestment Act (ARRA), also known as the economic stimulus bill, was passed and enacted. Education fared very well in the legislation, with more than \$100 billion appropriated for programs of the U.S. Department of Education. NAESP developed a "Stimulus Central" Web page providing useful information to members and affiliates on how Federal money may be used by states and local education agencies.

Lead and Vigorously Promote Excellence: Working with the New Administration

In FY2008-09, NAESP engaged in a strategic approach toward ensuring principals' views would not only be sought out but would significantly impact the development and implementation of policies affecting our nation's schools and children. Advocacy efforts focused on:

- ⇒ Providing input on priorities for newly appointed U.S. Secretary of Education Arne Duncan and his team and stipulating what our members want based on responses to a survey launched in early January;
- ⇒ Urging that a Principal-in-Residence be appointed to serve in the U.S. Department of Education; and,
- ⇒ Securing the U.S. Department of Education's continued co-sponsorship of NAESP's National Distinguished Principals and President's Education Awards Programs, and encouraging modification of the Blue Ribbon Schools Program criteria to allow for recognition of schools that show significant progress from one year to the next.

Enhance The Principal's Authority, Autonomy, And Responsibility To Lead Schools

Engaged the services of B&D Consulting to enhance advocacy efforts toward ensuring that principals are "at the table" and developing model legislation to be reflected in laws that will impact our Nation's schools and school leaders.

Engaged the services of Collaborative Communications Group develop a “NAESP Message Map” to guide all public discussions (media interviews, speeches, presentations, etc.) aligned with our advocacy agenda and Vision Goals.

Educate And Train Members To Be Effective Advocates For Principals

The Federal Relations Conference was held in February. A session specifically designed for new attendees was held, while veteran attendees met concurrently to discuss the phrase “Power of the Principal” and what it means to them in their everyday work. More than 60 principals and State Association staff spent a full day on Capitol Hill, establishing relationships with new Senators and Representatives and reaffirming relationships with returning legislators, as well as requesting more authority and autonomy for principals to be effective instructional leaders.

In FY2008-09, NAESP embarked on several strategic alliances to inform and communicate on behalf of principals.

Strategic Alliance: *U.S. News and World Report*

Starting in September 2008, members had option to receive daily news updates on education and leadership through a partnership with *U.S. News and World Report*. With the launch of the new Web site in July, members and State Affiliates now have an opportunity to communicate the good work of their schools through *School Tube*, a leader for moderated Internet media content-sharing for teachers and students

Strategic Alliance: Equity for Children

Worked with members of the Learning First Alliance in FY2008-09 to develop a position on the federal role in education.

Strategic Alliances: Coalition Building

The strategic framework urges strategic alliances to leverage resources and further the Association goals. NAESP members benefit regularly from the Association’s participation in **jointly sponsored coalitions**. Activities of this nature are reviewed annually by the Board of Directors to determine the purpose and interest of the coalitions. Coalitions include:

- **American Institute for Research, Access Center Advisory Committee**
- **American Association of School Business Officials**
- **Coalition of Community Schools**
- **Committee for Education Funding**
- **Consortium for School Networking (CoSN)**
- **Council of Chief State School Officers’ National Teacher of the Year Award**
- **Education and Library Networks Coalition**
- **Gay, Lesbian, and Straight Education Network’s No Name-Calling Week**
- **Healthy Schools Campaign**
- **Joint Committee on Standards for Educational Evaluation**

- **KIDS COUNT**
- **Learning First Alliance**
- **National Alliance of Black School Educators (NABSE)**
- **National Association of Secondary School Principals (NAASP):** Middle Level Principal of the Year Selection Committee.
- **National Association of Secondary School Principals (NAASP):** ELCC Standards Revision
- **National Association of School Nurses**
- **National Council for Accreditation of Teachers of Education**
- **National Coalition for Parental Involvement in Education:**
- **National Coalition for Public Education**
- **National Council of Professors of Education Administration Executive Board**
- **National Forum to Accelerate Middle-Grades Reform**
- **National Health/Education Consortium (Institute for Educational Leadership)**
- **National PTA and Cartoon Network**
- **National Policy Board for Educational Administration**
- **Robert Wood Johnson Foundation**
- **USA TODAY Teacher Team Awards Program**

Learning Vision Goal

Dissemination of *Leading Learning Communities*

In FY2008-09, the updated *Leading Learning Communities: Standards for What Principals Should Know and Be Able To Do* was disseminated to all members as a benefit of membership with thanks to Lifetouch and Landscape Structures.

Advanced Certification for Educational Leaders (ACEL)

NAESP worked with the National Board for Professional Teaching Standards (NBPTS) toward establishing a voluntary national certification program for principals to enhance respect for the profession and afford principals the opportunity for advanced development and recognition.

NAESP Executive Director Gail Connelly became a member of the NBPTS steering committee, composed of educational and business leaders, to oversee the national effort to develop the Advanced Certification for Educational Leaders (ACEL).

NBPTS, the organization that provides advanced standards and certification for classroom-based teachers and other educators, created national core propositions and standards for what educational leaders should know and national evidence-based assessments to measure educational leaders against those standards. NAESP members were afforded the opportunity to weigh in on the core propositions, and principals will serve on the various committees established by NBPTS to develop the standards for the program.

NAESP 88th Annual Convention and Exposition

The 88th Annual Convention and Exposition in New Orleans, April 2-6, 2009, featured plenary speakers General Colin L. Powell, USA (Ret.), Ian Jukes and Jeff Corwin. A special session was conducted by Mike Smith, representing U.S. Secretary of Education Arne Duncan, to provide information about the American Recovery and Reinvestment Act (ARRA) and offering guidance on how to access the funds for schools. The convention also featured a service day in the local community.

As part of the Convention, NAESP co-hosted a conference with the National AfterSchool Association on Leading a Learning Day, focused on re-thinking learning for children both in- and out-of-school.

NAESP's Ten-Year Study of the Principalship

The Ten-Year Study of the Principalship was conducted and includes interesting comparisons between current and past findings and making the document more readable and relevant to a larger audience. The Ten-Year Study will be available for download on the NAESP Web site.

Principal Preparation

NAESP's popular workshop for aspiring principals has been updated to align with the new *Leading Learning Communities* standards and was piloted in late June with aspiring principals in the Oklahoma City school system. Both the Aspiring Principals Program pilot and the *Leading Learning Communities* pilot mentioned above were done in cooperation with the **Oklahoma Association of Elementary School Principals**.

On-Demand Professional Development

The Marketing staff, cross-teaming with other Association teams, developed online professional development opportunities on the following topics:

- Meeting the Needs of Diverse Learning Communities
- Bully Prevention Strategies
- *Leading Learning Communities: What Principals Should Know and Be Able to Do* (in partnership with National School Boards Association)
- The Critical Importance of Addressing Chronic Absence in the Early Grades

National Principals Resource Center (NPRC)

NAESP launched the 15th anniversary celebration of the NPRC with a winter/spring mailer, featuring convention speakers' publications. Special discount offers commemorate this anniversary, including special biweekly e-mail offers. An alternate source of revenue involves selling banner ads in *Just in Time Resources*. The circular features 100+ titles, including books on bullying from Hazelden, one of NAESP's generous corporate sponsors. A virtual

version of the catalog will be available on our Web site: It will look and “act” like a hard copy, but will feature immediate interactive online ordering capability.

Communities Vision Goal

Principal Networks: A Community of PALS

The Peer Assisted Leadership Services (PALS) Mentor Program held seven Leadership Immersion Institute trainings:

- *November 6-8, 2008, in St. Simons Island, GA*
- *January 29-30, 2009, in Los Angeles, CA*
- *February 19-21, 2009, in Alexandria, VA*
- *March 18-20, 2009, in Columbia, SC*
- *April 1-3, 2009, in New Orleans, LA*
- *June 17-19, 2009, in St. Paul, MN*
- *June 24-26, 2009, in Ft. Lauderdale, FL*

The Georgia, South Carolina, and Minnesota trainings were co-sponsored with the respective NAESP State Affiliates. These collaborative efforts with our states resulted in focused marketing efforts, enhanced participation, and greater support by local school district central office administration.

In February, the NAESP Mentor Program presented training in collaboration with the New Mexico Association of Elementary School Principals (NMAESP), Albuquerque School District, and New Mexico State University. Thirty-four people participated, including principals, assistant principals, central office administrators, and university staff and twenty-two attendees have enrolled in the National Certification Program. Both NMAESP and the Peer Assisted Leadership Services (PALS) program generated revenue from the partnership.

Sixty-four National Principal Mentor Certification program candidates completed their certification requirements as Mentors-in-Training. The certification program currently has 133 principals who will complete their internship process during the 2008-2009 year. The certification program requires a nine to twelve month commitment with a strong coaching component.

Principal Networks: Minority School Network and the Diversity Education Leadership Program

The Minority School Network Blog series, launched in February, was dedicated to issues related to diverse school and student populations. Educators used the blog to acknowledge and address diversity issues for support and advice within their school communities.

The partnership between NAESP and Nova Southeastern University has resulted in a new certification program in Diversity Education Leadership, announced at the convention in New Orleans. NAESP marketing promotes the Diversity Education Leadership Program using Web banners, personalized e-blasts, and a virtual “open house.”

Local Learning Partnerships

NAESP received its fifth year of funding for the Sharing the Dream grant from MetLife Foundation. The grant is designed to help principals create cultures of engagement and involvement in their schools. This year the Sharing the Dream Selection Committee selected recipients from thirty schools representing twenty-two states. NAESP produced the fourth edition of *Stories of Principals Actively Engaging Communities* to highlight 2007-2008 Sharing the Dream grant recipients and how they approached parent and community engagement in their schools.

NAESP executed the **Dream-Reach-Succeed! Student Awards Program** essay contest to provide an opportunity for students in grades 3-6 to consider the accomplishments of Milton Hershey, and challenges these students to reflect his example in writing about their personal goals and aspirations.

The National Elementary Honor Society (NEHS), launched during the NAESP 2008 convention in Nashville, has grown to more than 463 chapters.

Membership and Affiliate Relations

The Membership team unveiled a new monthly newsletter called The Bottom Line to facilitate an understanding of membership statistics. The Bottom Line gives a snapshot view of the most revealing member numbers: the number of members who have either joined or renewed since the beginning of the current membership year, and the number of members currently active. Both “bottom line” numbers are reported for the current year and for this same time period last year.

Organizational Transformation Vision Goal

Financial Status

Due to our strategic efforts to cut staff and operational costs and to secure new sources of corporate support, NAESP expects to end the year financially at a relatively break-even stance.

Standardization of State Affiliate Dues Collection

NAESP’s auditors recommended that NAESP adopt a uniform practice for collecting dues from all states. Based on input from several states, NAESP staff will propose a plan during the State Executive Directors’ meeting at the 2009 convention; the plan will then be finalized and subjected to review and approval by the NAESP Board of Directors for implementation effective July 1, 2009, the beginning of our new membership year.

Developed a More Dynamic Web Site That Facilitates Communication And Collaborative Practice Among Principals

In FY2008-09, NAESP redesigned and launched a revamped Web site.

A Webinar series provides convenient professional development opportunities for our members and allows for cross-marketing of NAESP resources with NPRC, programming at the convention, NAESP Foundation efforts, and Diverse Learning Communities projects. The NAESP Webinar series are producing modest revenues and sponsorships will be sought for spring and fall Webinar events.

Technology Update

The implementation of the new Polaris database was stymied by an unfortunate business reality of bankruptcy for the parent company, ARC. NAESP is relying upon the Center for Educational Learning and Technology (CELT), our consulting technology partner, to remedy this situation as soon as possible. Meanwhile, we have reverted to using our former AS400 database to avoid any disruption of service to our State Affiliates and our members. We expect to find the right technology solution that meets our requirements as a premier 21st century education Association within the next few months and will work with our State Affiliates to facilitate utilization of the new system.

Recruit and Retain High-Quality Staff Leaders With Expertise in Both Principal Leadership and Association Management

In FY2008-09, NAESP recruited several high-level leaders: Dr. Michael Schooley joined the Association as Chief Advocacy and Membership Officer. He brings significant expertise of the principalship having recently retired from the profession and having served on the NAESP Board of Directors. Effective July 1, 2009, Dr. Schooley will serve as NAESP's Deputy Executive Director under a five-year contract.

Effective May 1, 2009, Deborah Bongiorno joins NAESP as Senior Associate Executive Director, Membership, Marketing, and Communications bringing significant association management experience in NAESP. Most recently, Deb served as Interim Vice President for the Council for Advancement and Support of Education (CASE) in Washington, D.C., where she filled numerous executive-level roles in the areas of Member Relations, Communications and Marketing, including serving as Editor-in-Chief of CASE's flagship publication *Currents*.

Mark Milligan was hired as our Director of Finance and Operations effective October 20, 2008. Mark comes to us from the American Council on Renewable Energy and holds a degree in Financial Management from The Catholic University.

NAESP Foundation

The NAESP Foundation was further codified and launched the NAESP Foundation Web site as well as the capital campaign to fund this transformed organization.

Ernie Mannino was appointed by the NAESP Foundation Board of Directors as CEO of the NAESP Foundation. In this role, Ernie directs the operations of the Foundation and carries responsibility for developing new strategies for securing financial resources in support of NAESP and our State Affiliates. In particular, efforts are focused on building an endowment for leadership and learning toward securing the financial future of NAESP.

Postscript

NAESP mourned the passing of NAESP Executive Director Emeritus Dr. Samuel G. Sava through creation of an online memorial generating hundreds of entries commemorating the legacy of his remarkable leadership as Executive Director of NAESP from 1982-2000; named in his honor, the first “Samuel G. Sava Distinguished Lecture” series debuted during NAESP’s 2009 annual convention.

REVENUE	<u>Actual</u>	<u>08-09 BUDGET</u>	<u>Percent</u>
LEADING VISION			
Leadership/Member Dues	1,241,114	1,333,638	93%
Governance - Board Event Sponsor	5,000	50,000	10%
Communications/PR (Principal Advertising)	194,426	270,000	72%
	<u>1,440,540</u>	<u>1,653,638</u>	<u>87%</u>
LEARNING VISION			
Leadership/Member Dues	1,067,366	1,333,638	80%
Prof Services & Outreach (Ntl Leaders/State Execs)	12,500	45,000	28%
Professional Dev. (Programs/Workshops)	125,285	175,000	72%
Convention, Registration & Exhibits	956,749	1,500,000	64%
	<u>2,161,900</u>	<u>3,053,638</u>	<u>71%</u>
COMMUNITIES VISION			
Leadership/Member Dues	1,067,366	1,333,638	80%
Membership Development/Polaris Royalty	75,000	50,000	150%
Special Membership Projects	84,710	232,500	36%
Diverse Learning Communities - Sponsorships	25,100	190,000	13%
	<u>1,252,176</u>	<u>1,806,138</u>	<u>69%</u>
ORGANIZATION VISION			
Leadership/Member Dues	1,067,366	1,333,638	80%
Executive Office and Outreach - Partnerships	75,000	50,000	150%
Marketing - Royalties & Advertising	126,484	128,000	99%
Administration - Foundation	-	70,000	0%
Finance - Investments	5,352	60,000	9%
Principals Resource Center - Product Sales, PEAP/ACA	581,702	2,005,500	29%
	<u>1,855,903</u>	<u>3,647,138</u>	<u>51%</u>
Total Leadership/Member Dues	4,443,212	5,334,552	83%
Total LLCO Revenue	2,267,308	4,826,000	47%
Total Revenue	<u>6,710,519</u>	<u>10,160,552</u>	<u>66%</u>
EXPENSES			
LEADING VISION			
Leadership/Member Expenses	252,996	355,480	71%
Governance	200,999	345,800	58%
Government Relations	246,194	398,144	62%
Communications/Public Relations	462,583	711,256	65%
	<u>1,162,773</u>	<u>1,810,680</u>	<u>64%</u>
LEARNING VISION			
Leadership/Member Expenses (Status & Advocacy)	250,496	355,480	70%
Professional Services & Outreach	476,832	485,924	98%
Professional Development	228,636	415,824	55%
Convention & Exhibits	774,826	1,149,219	67%
	<u>1,730,791</u>	<u>2,406,447</u>	<u>72%</u>
COMMUNITIES VISION			
Leadership/Member Expenses (Status & Advocacy)	250,496	355,480	70%
Membership Development	362,979	633,390	57%
Special Membership Programs	178,291	313,679	57%
Diverse Learning Communities	201,655	319,375	63%
	<u>993,421</u>	<u>1,621,924</u>	<u>61%</u>
ORGANIZATION VISION			
Leadership/Member Expenses (Status & Advocacy)	250,496	355,480	70%
Executive Office and Outreach	86,420	153,000	56%
Marketing and Research	362,349	524,860	69%
Administration - Membership Processing and Headquarters	991,057	1,408,080	70%
Finance	435,051	236,932	184%
Principals Resource Center	696,754	1,643,149	42%
	<u>2,822,128</u>	<u>4,321,501</u>	<u>65%</u>
Total Leadership/Member Expenses	1,004,485	1,421,920	71%
Total LLCO Expenses	5,704,628	8,738,632	65%
Total Expenses	<u>6,709,113</u>	<u>10,160,552</u>	<u>66%</u>
Net Income/(Loss)	<u>1,406</u>	<u>-</u>	

LEADING VISION GOAL

March 2009 Actual

08-09 BUDGET

Percent

DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)

Revenue					
Distributed Membership Dues Revenue	\$	1,241,114	\$	1,333,638	93%
Expense					
Salaries and Benefits	\$	164,299	\$	201,285	82%
Legal Benefits & Status & Advocacy	\$	64,748	\$	87,500	74%
Affiliate Reimbursement	\$	8,948	\$	40,000	22%
Consultant Expenses	\$	15,000	\$	26,695	56%
Distributed Membership Related Expenses	\$	88,697	\$	154,195	58%
Total Expense - Distributed Membership Related Expenses	\$	252,996	\$	355,480	71%

GOVERNANCE

Revenue					
Board Event Sponsorships	\$	5,000	\$	40,000	13%
Expense					
Board Meetings	\$	107,721	\$	235,000	46%
Committees	\$	24,055	\$	42,500	57%
Board of Directors Accounts	\$	39,183	\$	46,300	85%
Governance Related Activities	\$	30,041	\$	22,000	137%
Other Expenses	\$	200,999	\$	345,800	58%
Total Expense - Governance	\$	200,999	\$	345,800	58%

GOVERNMENT RELATIONS

Revenue					
Sponsorships	\$	-	\$	10,000	0%
Expense					
Salaries and Benefits	\$	188,607	\$	318,844	59%
Government Relations	\$	31,755	\$	29,500	108%
Advocacy and Outreach	\$	2,500	\$	5,000	50%
Government Relations Conference	\$	23,332	\$	44,800	52%
Other Expenses	\$	57,587	\$	79,300	73%
Total Expense - Government Relations	\$	246,194	\$	398,144	62%

COMMUNICATIONS/PUBLIC RELATIONS

Revenue					
PRINCIPAL ADVERTISING	\$	194,426	\$	270,000	72%
Expense					
Salaries and Benefits	\$	163,013	\$	300,356	54%
Public Relations	\$	15,814	\$	28,000	56%
Principal Magazine	\$	208,909	\$	250,000	84%
Advertising Promotion and Sales	\$	-	\$	4,800	0%
Communicator	\$	61,082	\$	90,000	68%
Other Regular Publications	\$	12,850	\$	23,600	54%
Publication Resources	\$	915	\$	3,000	31%
Communications Event Services	\$	-	\$	11,500	0%
Other Expenses	\$	299,570	\$	410,900	73%
Total Expense - Communications/Public Relations	\$	462,583	\$	711,256	65%

GRAND TOTAL

Revenue Over (Under) Expenses	\$	277,767	\$	(157,042)	-177%
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SUMMARY

		Actual	08-09 Budget		
Distributed Membership Dues Revenue	\$	1,241,114	\$	1,333,638	93%
Other Revenue	\$	199,426	\$	320,000	62%
Less: Salaries and Benefits	\$	515,919	\$	820,485	63%
Less: Distributed Membership Dues Related Expenses	\$	88,697	\$	154,195	58%
Less: Other Expenses	\$	558,156	\$	836,000	67%
Revenue Over (Under) Expenses	\$	277,767	\$	(157,042)	-177%

LEARNING VISION GOAL

March 2009 Actual 08-09 BUDGET Percent

DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)

Revenue					
Distributed Membership Dues Revenue	\$	1,067,366	\$	1,333,638	80%
Expense					
Salaries and Benefits	\$	161,799	\$	201,285	80%
Legal Benefits and Principal Advocacy	\$	64,748	\$	87,500	74%
Affiliated Reimbursement	\$	8,949	\$	40,000	22%
Consultant Expenses	\$	15,000	\$	26,695	56%
Distributed Membership Related Expenses	\$	88,697	\$	154,195	58%
Total Expense - Distributed Membership Related Exp	\$	250,496	\$	355,480	70%

PROFESSIONAL SERVICES & OUTREACH

Revenue					
National Leaders Conf and State Execs Conf	\$	12,500	\$	45,000	28%
Expense					
Salaries and Benefits	\$	197,269	\$	250,174	79%
Leaders Conference	\$	231,247	\$	150,750	153%
State Executive Directors Conference	\$	2,813	\$	50,000	6%
NCATE Dues and Assessments	\$	45,504	\$	35,000	130%
Other Expenses	\$	279,563	\$	235,750	119%
Total Expense - Prof Services & Outreach	\$	476,832	\$	485,924	98%

PROFESSIONAL DEVELOPMENT

Revenue					
LLC Workshops	\$	13,176	\$	50,000	26%
Principals Assessment and Development	\$	9,090	\$	25,000	36%
Summer Institute	\$	100,833	\$	100,000	101%
Other/Leadership Academy	\$	2,187	\$	-	-
Total Revenue - Professional Development	\$	125,285	\$	175,000	72%
Expense					
Salaries and Benefits	\$	146,298	\$	234,324	62%
Leadership Academy	\$	1,364	\$	40,000	3%
Principals Assessment and Development	\$	2,414	\$	16,500	15%
LLC Workshops	\$	24,322	\$	50,000	49%
Summer Institute	\$	54,239	\$	75,000	72%
Other	\$	-	\$	-	-
Other Expenses	\$	82,338	\$	181,500	45%
Total Expense - Professional Development	\$	228,636	\$	415,824	55%

CONVENTION AND EXHIBITS

Revenue					
Convention Exhibits	\$	493,144	\$	600,000	82%
Convention Registration	\$	371,905	\$	700,000	53%
Convention Sponsorship	\$	91,700	\$	200,000	46%
Total Revenue - Conventions and Exhibits	\$	956,749	\$	1,500,000	64%
Expense					
Salaries and Benefits	\$	252,117	\$	376,319	67%
Convention Advance Planning	\$	132,932	\$	36,100	368%
Convention Program	\$	249,623	\$	439,500	57%
Convention Registration	\$	76,750	\$	55,800	138%
Convention Exhibits	\$	60,379	\$	131,000	46%
Pre-Convention and Convention Workshops	\$	1,199	\$	60,500	2%
Travel and Other	\$	1,826	\$	50,000	4%
Other Expenses	\$	522,709	\$	772,900	68%
Total Expense - Convention and Exhibits	\$	774,826	\$	1,149,219	67%

GRAND TOTAL

Revenue Over (Under) Expenses	\$	431,110	\$	647,191	67%
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SUMMARY

	Actual	08-09 Budget	
Distributed Membership Dues Revenue	\$ 1,067,366	\$ 1,333,638	80%
Other Revenue	\$ 1,094,534	\$ 1,720,000	64%
Less: Salaries and Benefits	\$ 757,483	\$ 1,062,102	71%
Less: Distributed Membership Dues Related Expenses	\$ 88,697	\$ 154,195	58%
Less: Other Expenses	\$ 884,611	\$ 1,190,150	74%
Revenue Over (Under) Expenses	\$ 431,110	\$ 647,191	67%

COMMUNITIES VISION GOAL

March 2009 Actual 08-09 BUDGET Percent

DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)

Revenue					
Distributed Membership Dues Revenue	\$	1,067,366	\$	1,333,638	80%
Expense					
Salaries and Benefits	\$	161,799	\$	201,285	80%
Legal Benefits and Principal Advocacy	\$	64,748	\$	87,500	74%
Affiliate Reimbursement	\$	8,949	\$	40,000	22%
Consultant Expenses	\$	15,000	\$	26,695	56%
Distributed membership Related Expenses	\$	88,697	\$	154,195	58%
Total Expense - Distributed membership Related Expenses	\$	250,496	\$	355,480	70%

MEMBERSHIP DEVELOPMENT

Revenue					
Affiliate/Partnership Revenue	\$	75,000	\$	50,000	150%
Expense					
Salaries and Benefits	\$	199,850	\$	298,390	67%
Membership Development	\$	132,926	\$	275,000	48%
Membership Processing	\$	22,203	\$	100,000	22%
Joint Affiliate Support	\$	8,000	\$	60,000	13%
Other Expenses	\$	163,129	\$	435,000	38%
Total Expense - Membership Development	\$	362,979	\$	733,390	49%

SPECIAL MEMBERSHIP PROJECTS (SMP)

Revenue					
PALS Registration	\$	76,710	\$	182,500	42%
SMP Sponsorships	\$	8,000	\$	50,000	16%
Total Revenue - Special Membership Projects	\$	84,710	\$	232,500	36%
Expense					
Salaries and Benefits	\$	110,635	\$	132,179	84%
Middle Grade Initiative	\$	801	\$	7,500	11%
PALS Expenses	\$	66,855	\$	154,000	43%
SMP Projects Development	\$	-	\$	20,000	0%
Other Expenses	\$	67,656	\$	181,500	37%
Total Expense - Special Membership Projects	\$	178,291	\$	313,679	57%

DIVERSE LEARNING COMMUNITIES (DLC)

Revenue					
Hershey Sponsorship	\$	25,000	\$	90,000	28%
Project Support	\$	100	\$	40,000	0%
DLC Sponsorships	\$	-	\$	60,000	0%
Total Revenue - Diverse Learning Communities	\$	25,100	\$	190,000	13%
Expense					
Salaries and Benefits	\$	155,939	\$	229,175	68%
American Student Council	\$	35,790	\$	40,200	89%
Dream, Reach Succeed	\$	1,909	\$	30,000	6%
DLC Initiatives	\$	8,018	\$	20,000	40%
Other Expenses	\$	45,717	\$	90,200	51%
Total Expense - Diverse Learning Communities	\$	201,655	\$	319,375	63%

GRAND TOTAL

Revenue Over (Under) Expenses	\$	258,755	\$	84,214	307%
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COMMUNITIES VISION GOAL - REVENUE AND EXPENSE DISTRIBUTION Fiscal Year July 1, 2008 to June 30, 2009

SUMMARY	Actual	First Quarter Actual	
Distributed Membership Dues Revenue	\$ 1,067,366	\$ 1,333,638	80%
Other Revenue	\$ 184,810	\$ 472,500	39%
Less: Salaries and Benefits	\$ 628,223	\$ 861,029	73%
Less: Distributed Membership Dues Related Expenses	\$ 88,697	\$ 154,195	58%
Less: Other Expenses	\$ 276,502	\$ 706,700	39%
Revenue Over (Under) Expenses	\$ 258,755	\$ 84,214	307%

ORGANIZATION VISION GOAL

March 2009 Actual

08-09 BUDGET

Percent

DISTRIBUTED MEMBERSHIP REVENUE AND RELATED EXPENSES (25% ALLOCATION FOR EACH VISION GOAL)

Revenue

Distributed Membership Dues Revenue	\$	1,067,366	\$	1,333,638	80%
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Expense

Salaries and Benefits	\$	161,799	\$	201,285	80%
Legal Benefits and Principal Advocacy	\$	64,748	\$	87,500	74%
Affiliate Reimbursement	\$	8,948	\$	40,000	22%
Consultant Expenses	\$	15,000	\$	26,695	56%
Distributed Membership Related Expenses	\$	88,697	\$	154,195	58%

Total Expense - Distributed Membership Related Expenses	\$	250,496	\$	355,480	70%
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EXECUTIVE OFFICE AND OUTREACH

Revenue

Partnership Support	\$	75,000	\$	50,000	150%
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Expense

Field Service					
Field Service/Travel	\$	25,278	\$	25,000	101%
Executive Contractual	\$	13,181	\$	25,000	53%
Executive Outreach	\$	23,392	\$	25,000	94%
Strategic Development	\$	-	\$	25,000	0%
Strategic Alliance Outreach	\$	1,260	\$	25,000	5%
Legal Counsel	\$	23,308	\$	28,000	83%
Total Other Expenses	\$	86,420	\$	153,000	56%

Total Expense - Executive Office and Outreach	\$	86,420	\$	153,000	56%
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MARKETING & RESEARCH

Revenue

Mailing List	\$	15,044	\$	20,000	75%
BOA Royalties	\$	107,244	\$	60,000	179%
NSU Royalties			\$	10,000	0%
Web Site Advertising/Boxwood	\$	4,196	\$	28,000	15%
Webinars Partnerships			\$	10,000	0%
Total Revenue - Marketing and Research	\$	126,484	\$	128,000	99%

Expense

Salaries and Benefits	\$	246,164	\$	352,419	70%
Marketing Services	\$	8,624	\$	40,000	22%
Website	\$	35,681	\$	50,000	71%
ERS Dues	\$	11,000	\$	12,000	92%
Marketing Research	\$	15,000	\$	30,000	50%
E-Portal	\$	45,880	\$	40,441	113%
Other Expenses	\$	116,185	\$	172,441	67%

Total Expense - Marketing and Research	\$	362,349	\$	524,860	69%
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ADMINISTRATION

Revenue

Foundation Administration Revenue	\$	-	\$	70,000	0%
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Expense

Salaries and Benefits	\$	463,602	\$	554,330	84%
Administration Expenses	\$	399,256	\$	477,350	84%
Headquarters Building	\$	128,199	\$	276,400	46%
Other Expenses	\$	527,455	\$	753,750	70%

Total Expense - Administration	\$	991,057	\$	1,308,080	76%
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FINANCE

Revenue

Investment Revenue	\$	5,352	\$	60,000	9%
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Expense

Salaries and Benefits	\$	405,625	\$	216,932	187%
Services and Support	\$	29,426	\$	20,000	147%

Total Expense - Finance	\$	435,051	\$	236,932	184%
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PRINCIPALS RESOURCE CENTER

Revenue				
NPRC Products	\$	486,410	\$	1,250,000 39%
Pin Sales	\$	58,712	\$	680,000 9%
ASCA Products	\$	36,580	\$	75,500 48%
Total Revenue - Principals Resource Center	\$	581,702	\$	2,005,500 29%
Expense				
Salaries and Benefits	\$	160,714	\$	323,649 50%
NPRC Product Expenses	\$	384,467	\$	895,000 43%
President's Education Awards	\$	113,058	\$	347,000 33%
American Citizenship Awards	\$	38,515	\$	70,000 55%
ASCA Products			\$	7,500 0%
Other Expenses	\$	536,040	\$	1,319,500 41%
Total Expense - Principals Resource Center	\$	696,754	\$	1,643,149 42%
GRAND TOTAL				
Revenue Over (Under) Expenses	\$	(966,225)	\$	(574,363) 168%

ORGANIZATION VISION GOAL - REVENUE AND EXPENSE DISTRIBUTION Fiscal Year July 1, 2008 to June 30, 2009

SUMMARY

	Actual	First Quarter Actual	
Distributed Membership Dues Revenue	\$ 1,067,366	\$ 1,333,638	80%
Other Revenue	\$ 788,537	\$ 2,313,500	34%
Less: Salaries and Benefits	\$ 1,437,905	\$ 1,648,615	87%
Less: Distributed Membership Dues Related Expenses	\$ 88,697	\$ 154,195	58%
Less: Other Expenses	\$ 1,295,527	\$ 2,418,691	54%
Revenue Over (Under) Expenses	\$ (966,225)	\$ (574,363)	168%

Section 5: Forms

Travel Information

Board of Directors Travel Form

Travel Expense Voucher

Complimentary Membership Designation Form

Travel Information

Travel forms are available on the Board of Directors' Only Section of the NAESP Web site. You may also request hard copies from NAESP Staff Board Liaison. As your travel plans dictate, please complete the necessary forms and return to NAESP for processing.

Board of Directors Travel Form

When traveling on official NAESP business you will be protected by the Association's travel insurance policy. Therefore, in order to verify the nature of your business for NAESP, you should complete a Travel Authorization Form prior to any NAESP/Board-related travel you may plan. **Please submit the forms by mail or fax a minimum of three weeks in prior to the beginning of the meeting to ensure you receive your travel advance before you travel and to assist NAESP Staff with planning.**

Travel Expense Voucher

The Travel Expense Voucher should be completed following each trip. **Expense Voucher must be submitted within 10 days after the completion of the NAESP-related travel.** Questions involving unusual or substantial expenditures should be reviewed in advance with the Executive Director.

Following are the guidelines for reimbursement:

1. **AIR TRAVEL**
Reimbursement is limited to coach air fare. Reservations should be made early; super saver or other excursion rates should be requested. All receipts and ticket stubs must be attached.
2. **AUTOMOBILE**
Reimbursement will be made at the rate of forty-eight and one half cents per mile plus toll charges; however, reimbursement will be the cost of round-trip coach air fare or actual mileage, whichever is less.
3. **TAXI, LIMOUSINE, BUSES, BAGGAGE TIPS, PARKING**
Usual expenses for these services will be reimbursed. Any unusual expense should be explained.
4. **HOTEL**
Rate for single room or actual cost, whichever is less, will be reimbursed. Any greater amount will be disallowed. If arrival is earlier or departure later than necessary for the specific assignment, except in unusual circumstances, the additional cost will not be reimbursed. Hotel receipt must accompany Expense Voucher.

5. PER DIEM

Reimbursement for meals will be made on a per diem basis of \$64 to the nearest half-day.

6. INSURANCE

Insurance is provided by the Association in the amount of \$300,000 for accidental death and \$5,000 for medical expenses for persons traveling on official business at the invitation and expense of NAESP.

Please return to NAESP

Fax : 703-518-6285

ATTN: NAESP Board Liaison

1615 Duke Street

Alexandria, VA 22314

BOARD OF DIRECTORS TRAVEL FORM

BOARD MEMBER INFORMATION

Name:

Street Address:

City:

State:

Zip:

TRIP INFORMATION

Destination(s):

Purpose(s) of Trip:

Estimated Cost to NAESP: \$

Advance Requested: \$

NAESP Account to be Charged:

Reimbursement to be Made by:

HOTEL RESERVATIONS

Date of arrival at the hotel:

Date of departure from the hotel:

Single Reservation Double Reservation

Should this room be guaranteed for late arrival? Yes No

TRAVEL PLANS

Arrival at Destination

Date:

Time:

Airline:

Flight Number:

Departure from Destination

Date:

Time:

Airline:

Flight Number:

GUEST INFORMATION

Does your spouse/guest plan to accompany you and attend social functions? Yes No

If not attending some social functions, please provide details for planning purposes:

Spouse/Guest Name:

**National Association of Elementary School Principals
1615 Duke Street, Alexandria, Virginia 22314-3483**

TRAVEL AND EXPENSE VOUCHER

Pay To: _____

Address _____

*(Attach receipted hotel bills, transportation ticket stubs and other receipts)
Receipt MUST Be Attached for Any Expense in Excess of \$25*

Place, Date and Function of Activity _____

Honorarium (If Applicable) \$ _____

Social Security No. _____

Date	Sunday /	Monday /	Tuesday /	Wednesday /	Thursday /	Friday /	Saturday /	Total Each Line	Details of Miscellaneous Expense	
Meals (\$64.00 per Diem)										
Lodging										
Plane/Train										
Auto - \$0.485 per mile										
Taxi/Bus										
Parking/Tolls										
Business Telephone*										
Business Meals or Group Functions*										
Tips										
Miscellaneous										
Total										
Explain Items Marked () and Other Unusual Items:							Less Advance			
							Due Traveler			
							Due NAESP			
									Total	

I HEREBY CERTIFY THAT THESE EXPENSES ARE CORRECT AND WERE INCURRED IN THE PERFORMANCE OF MY DUTIES FOR, OR AT THE REQUEST OF THE NATIONAL ASSOCIATION OF ELEMENTARY SCHOOL PRINCIPALS.

Signature

Date

NAESP

Page _____ of _____
SEE REVERSE SIDE

1. Accounting Copy
2. Department Copy
3. Traveler Copy

NAESP Approval:

Signature

Date

NATIONAL ASSOCIATION OF ELEMENTARY SCHOOL PRINCIPALS

1615 Duke Street, Alexandria, Virginia 22314

COMPLIMENTARY MEMBERSHIP DESIGNATION FORM

In accordance with NAESP policies, "NAESP shall present a complimentary membership to a designated supervisor from the school district of each member of the Board of Directors for the duration of the Director's term of office."

On the form below please print or type the name and mailing address of the person you wish to receive this complimentary membership.

Please complete and return to:

Marie Robinson
Assistant Executive Director
Governance Management and Services
NAESP
1615 Duke Street
Alexandria, VA 22314

Please enter a complimentary membership for the following administrator from my school district:

Name:(Dr/Mr/Mrs/Miss/Ms) _____
(Circle one)

Title: _____

School District: _____

Address _____

City: _____ State _____ Zip _____

E-Mail: _____

(Date)

(Zone Director's Signature)

Section 6: Board Resources on the NAESP Web site

Leaders Only Section
Board of Directors Section
Board Photo Album

Board Resources on the NAESP Web site

www.naesp.org

1. Leaders Only Section

This section includes resources specific to State Executive Directors, State Representatives, Federal Relations Coordinators, etc. It also includes information helpful to all state leaders such as the NAESP Bylaws, links to Quarterly Briefings, and the Advocacy Toolkit.

To access the Leaders Only section:

Go to **Leaders Only** (on the left)

Then **Leaders only Log in** (on the right)

Log in with your normal username and password for the NAESP Web site

2. Board Members Only Section

Many resources are available for Board members in this section, including Board specific information such as minutes, consent items, reimbursement forms, and a Board Meeting schedule. There is also information about committees, access to the Board Policy Manual, and other resources for the Board.

After logging in to the Leaders Only page, click on **Board of Directors** (on the right) to access the Board Members Only section of the NAESP Web site.

3. Board Photo Album

The Board photo album is hosted through Shutterfly. You should have received an invitation to become a member of the NAESP Board Photo Album. We encourage you to share photos from Board events.

You can access the photo album from the Board of Directors section of the NAESP Web site and at <http://naespboardphotoalbum.shutterfly.com/>. From the invitation you can set up your own e-mail and password. There is also a function to have your password sent to you if you forget it.

Section 7: Other Information

Advocacy
Public Relations

Advocacy Information

OVERVIEW

The National Association of Elementary School Principals instituted its federal relations program in 1975, providing a strong, unified voice for pre-K-8 leaders across the U.S. and around the world.

Association Staff work to influence the legislative process in the interest of children and education, meeting with U.S. Senators and Representatives and their aides to discuss how federal education and child welfare programs can be strengthened and reformed to help schools offer the best possible educational opportunities for all children. When any issue related to children and education is before Congress, the U.S. Department of Education or the Executive Branch, principals' interests are promoted by NAESP.

Association Staff also disseminate national legislative information and coordinate grassroots advocacy efforts to ensure Congress is responding to the needs of elementary and middle school principals nationwide.

COMMUNICATION & ADVOCACY

Platform

In 1976, the NAESP Delegate Assembly adopted a legislative action platform. The platform is updated annually, incorporating resolutions adopted by the Delegate Assembly, and made available to state leaders and members soon after.

Federal Relations Coordinators

State affiliate organizations appoint a Federal Relations Coordinator who acts as the state-level administrator of the NAESP advocacy efforts. To be appointed as a Federal Relations Coordinator, the individual should be familiar with the legislative positions of the Association, be committed to forming productive working relationships with federal legislators, and take action on legislative issues.

Visits to Capitol Hill, Washington, DC

Federal Relations Coordinators and other state affiliate leaders are invited to participate in the National Leaders' Conference (summer); Federal Relations Coordinators also attend the Federal Relations Conference (winter), for which some expenses are paid by NAESP. At both conferences, participants are briefed on the current issues before Congress, spend a day visiting U.S. legislators and/or their staff members in their offices, and provide feedback to NAESP staff on their meetings.

Web site/LEAD

The Government Relations Web site, including the Leading Educators' Advocacy Dashboard (LEAD), available on NAESP's home page, provides members with advocacy information. The site provides:

- Contact information for state Federal Relations Coordinators;
- Hot links to recent legislative and issue updates;
- Access to LEAD's quick and easy zip code search mechanism for identifying legislators of individual NAESP members, as well as a method for communicating with elected officials via e-mail;
- Key Vote scores for individual legislators;
- Access to the Advocacy Toolkit, a grassroots 101 resource created by NAESP staff; and
- An opportunity to join the Key Contact Program.

NAESP's Key Contact Program

The best advocacy begins at the grassroots level. Senators and Representatives are elected to represent constituents' views and *Key Contacts are constituents*. The goal of the Key Contact program is to match at least one elementary or middle school principal with each member of the U.S. Congress. Elected officials and their staff members use Key Contacts to find out reactions to upcoming legislation in their local districts. Key Contacts are expected to form working relationships with members of Congress and to contact them regarding NAESP or legislative initiatives. The primary task of a Key Contact is developing a relationship, and maintaining open communication, with the officials on Capitol Hill whose district includes his or her residence or school.

CONTACTING A SENATOR OR REPRESENTATIVE

Other than a face-to-face meeting, the best ways to contact members of Congress are faxed letters, phone calls or *e-mail messages*. Letters arriving via the postal service are irradiated and delivery is considerably delayed or occasionally destroyed.

Tips for communicating:

- Include your home or school address in *all* faxes and e-mail messages.
- Identify yourself as a school principal.
- Identify the subject of your communication clearly.
- State the U.S. Senate or House bill number, if known
- Clearly state the reasons for writing the senator or representative on this particular bill: *personal experience is the best supporting evidence*. Illustrate how this particular bill will affect students in your building and district.
- Ask for his or her position on the bill. As a constituent, you have the right to know.
- *Offer to be a professional resource to the legislator or their aide(s)*.
- Follow up by thanking the Representative or Senator for his or her support.

Public Relations Information

NAESP's officers and board members play a significant role in the association's public relations.

As an official of a national organization, your opinions and observations acquire special authority and can help to shape education policies in your zone. Further, the way you are perceived by your colleagues, and by the members of the public with whom you deal, has a significant bearing on the reputation and credibility of NAESP and of the K-8 principalship.

In the interests of consistency, it is important that officers and board members be familiar with NAESP's public relations policies and goals.

Officers and board members are asked to inform the Executive Director of events and policies in the various zones that have national PR implications. This kind of information can be useful in planning statements by NAESP's President or Executive Director, or in providing the basis of articles and statements.

Officers and directors may request talking points on issues and trends from the NAESP Publications and Public Relations Team. Talking points will be approved by the Executive Director or Deputy Executive Director.

The Publications and Public Relations team offers the following tips for dealing with reporters:

Know your facts: The most important aspect of dealing with the news media is to be prepared. You're the expert on education -- not the reporter -- so make sure you have a firm grasp of the facts and figures on the issues you will be discussing.

Work with your public relations officer: Many school districts have public relations/public information officers who work with the news media on a daily basis. These professional PR people can provide you with valuable information about the local press and the best methods of getting your message across to the public.

Get to know the local newspaper and TV reporters and editors: When you want to achieve publicity for your school, it is important to have established contacts in the news media. Additionally, such people will feel comfortable coming to you when they need help on an article.

Many public officials fear the news media: Actually, the vast majority of reporters and editors want and need to cooperate with you. So return the favor. You can develop very good working relations with the press if you cooperate.

Honesty is indeed the best policy when working with the news media: As public officials, you have a responsibility to be honest with the public, and the press is a representative of the public. The news media will respect your honesty if you answer questions clearly or simply say "I do not know" or "I cannot comment on that at this time." Remember, anything you say to reporters -- no matter how informally -- may end up on tomorrow's front page.

PR INFORMATION (Cont.)

Try to control the interview: When being interviewed by a reporter you should seek to control the path of the interview by making certain you state the messages you want to convey -- no matter what the question! Always be positive and reiterate your basic messages at least once during the interview and possibly twice, thereby increasing the odds that the public will hear what you want to say.

Develop some basic positions: Maintain a list of five or six messages you want to convey in all interviews. These messages should be supported by your staff, and they should convey an honest reflection of your school's goals and achievements.

Develop a panel of experts: Reporters and editors frequently ask to interview staff members who can speak on particular topics. Take a close look at your staff and choose the most knowledgeable and articulate people you could make available to talk with reporters about important aspects of your school's operation.

In conclusion, NAESP Communications Division will prepare news releases and provide other information to the media at opportune times during your term as a member of the Board. You will be kept informed of all such activities and will be apprised of your anticipated role.

Photos: Upon election to office, Board members are requested to submit ten (10) 3"x5" black and white photos of themselves to be used for media purposes. Additionally, each Board member is asked to submit a 5"x7" individual color photograph of himself/herself to be displayed at our headquarters office with all other current Board member pictures. Production of the required photographs is a legitimate expense to be charged to your zone account.

"The President's Perspective"

"The President's Perspective" column in *Communicator* provides a direct line of communication from the President to NAESP members. The column has been used to address particular concerns of the Association (platform issues, policy stands, governance matters), to convey information on voting, and to urge members to attend and participate in such events as the annual convention. The opportunity exists for the President to present and explain such special undertakings as the National Distinguished Principals Program and to update members on new publications.

Within the current format of *Communicator*, the column fills from 1 and 1/2 to 2 columns. The President's photo and signature run with the column.

Communicator is issued ten times a year from September through June.