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Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III

1

Briefly describe the organization’s mission

THE MISSION OF THE AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS IS TO SUPPORT AND DEVELOP EFFECTIVE SCHOOL SYSTEM LEADERS WHO ARE DEDICATED TO THE HIGHEST QUALITY PUBLIC EDUCATION FOR ALL CHILDREN

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes

No

If “Yes,” describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes

No

If “Yes,” describe these changes on Schedule O

4

Describe the organization’s program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code) (Expenses \$ 2,980,022 including grants of \$) (Revenue \$)

CHILDREN'S PROGRAMS THE ASSOCIATION IS AN ORGANIZATION OF PROFESSIONALS, WHO PROVIDE LEADERSHIP TO SCHOOL SYSTEMS AND AID SCHOOL LEADERS IN ENSURING THAT ALL CHILDREN RECEIVE A QUALITY EDUCATION THE ASSOCIATION RECOGNIZES THERE ARE MANY BARRIERS TO LEARNING AND WORKS WITH ITS MEMBERSHIP TO OVERCOME THEM THROUGH THE CHILDREN'S INITIATIVES AND PROGRAM DEVELOPMENT DEPARTMENT THE ASSOCIATION DEPENDS ON EXTERNALLY FUNDED GRANTS AND CONTRACTS TO UNDERWRITE A PORTION OF THIS INITIATIVE FEDERAL AND CORPORATE GRANTS CURRENTLY FUND - INDOOR AIR QUALITY AWARENESS PROGRAM- READY BY 21- LEAD DISTRICT COLLABORATIVE FOR LEARNING SUPPORT- SCHOOL BREAKFAST PROGRAM- COLLEGE GOING CULTURE- COORDINATED SCHOOL HEALTH- CHILDREN'S HEALTH INSURANCE PROGRAM OUTREACH AND ENROLLMENT

4b

(Code) (Expenses \$ 953,623 including grants of \$) (Revenue \$ 1,612,142)

NATIONAL CONFERENCE ON EDUCATION THE ASSOCIATION HOSTS THE NATIONAL CONFERENCE ON EDUCATION ANNUALLY THIS CONFERENCE FEATURES NATIONALLY RECOGNIXED SPEAKERS, HOW-TO SESSIONS FOR SCHOOL ADMINISTRATORS, A NATIONAL EXHIBIT OF EDUCATIONAL PRODUCTS, SMALL-GROUP MEETINGS AND PRE-SESSIONS

4c

(Code) (Expenses \$ 764,550 including grants of \$) (Revenue \$)

COMMUNICATIONS THE ASSOCIATION PROVIDES IT MEMBERS WITH PRINT AS WELL AS ON-LINE RESOURCES MEMBERS OF THE ORGANIZATION RECEIVES THE FOLLOWING PUBLICATIONS THE SCHOOL ADMINISTRATOR MAGAZINE, THE LEADER'S EDGE, A SUPERINTENDENT'S E-JOURNAL AND SEVERAL OCCASIONAL MEMBERSHIP SERVICE PUBLICATIONS

(Code) (Expenses \$ 677,403 including grants of \$) (Revenue \$ 3,149,727)

MEMBER/AFFILIATE SERVICES

(Code) (Expenses \$ 581,982 including grants of \$) (Revenue \$ 669,485)

LEADERSHIP DEVELOPMENT

(Code) (Expenses \$ 550,320 including grants of \$) (Revenue \$ 48,000)

GOVERNANCE

(Code) (Expenses \$ 541,444 including grants of \$) (Revenue \$)

PUBLIC POLICY

(Code) (Expenses \$ 103,618 including grants of \$) (Revenue \$ 197,211)

EDUCATIONAL MEETINGS

(Code) (Expenses \$ 62,079 including grants of \$) (Revenue \$ 14,870)

OTHER

4d

Other program services (Describe in Schedule O)

(Expenses \$ 2,516,846 including grants of \$) (Revenue \$ 4,079,293)

4e



















Total program service expenses

\$ 7,215,041

Form 990 (2011)

Part IV

Checklist of Required Schedules

		Yes	No	
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A.</i> 	1	Yes	
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? 	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I.</i> 	3		No
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II.</i> 	4	Yes	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III.</i> 	5		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I.</i> 	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II.</i> 	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III.</i> 	8		No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV.</i> 	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V.</i> 	10	Yes	
11	If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI.</i> 	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII.</i> 	11b	Yes	
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII.</i> 	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX.</i> 	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X.</i> 	11e	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X.</i> 	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII.</i> 	12a	Yes	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional.</i> 	12b		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E.</i>	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Part I.</i>	14b		No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S ? <i>If "Yes," complete Schedule F, Part II and IV.</i>	15		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S ? <i>If "Yes," complete Schedule F, Part III and IV.</i>	16		No
17	Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i>	17		No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II.</i>	18		No
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III.</i>	19		No
20a	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H.</i>	20a		No
b	If "Yes" to line 20a, did the organization attach its audited financial statement to this return? Note. All Form 990 filers that operated one or more hospitals must attach audited financial statements	20b		

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21		No
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i>	34		No
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a		No
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b		No
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

<div>Part V</div> <div>Statements Regarding Other IRS Filings and Tax Compliance</div>						
Check if Schedule O contains a response to any question in this Part V <input type="checkbox"/>						
		Yes	No			
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. .	1a	29			
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes			
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements filed for the calendar year ending with or within the year covered by this return. .	2a	42			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	2b	Yes			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	Yes			
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.	3b	Yes			
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)? .	4a				No
b	If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a				No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b				No
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c				
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	6a				No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b				
7	Organizations that may receive deductible contributions under section 170(c).					
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	Yes			
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	Yes			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c				No
d	If "Yes," indicate the number of Forms 8282 filed during the year.	7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e				No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f				No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g				
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h				
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8				
9	Sponsoring organizations maintaining donor advised funds.					
a	Did the organization make any taxable distributions under section 4966?	9a				
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b				
10	Section 501(c)(7) organizations. Enter					
a	Initiation fees and capital contributions included on Part VIII, line 12.	10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.	10b				
11	Section 501(c)(12) organizations. Enter					
a	Gross income from members or shareholders.	11a				
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).	11b				
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a				
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b				
13	Section 501(c)(29) qualified nonprofit health insurance issuers.					
a	Is the organization licensed to issue qualified health plans in more than one state? Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state.	13a				
b	Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	13b				
c	Enter the aggregate amount of reserves on hand.	13c				
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a				No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.	14b				

Part VI

Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.
Check if Schedule O contains a response to any question in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
1a	151		
b	Enter the number of voting members included in line 1a, above, who are independent	1b	150
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	No
6	Did the organization have members or stockholders?	6	Yes
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	Yes
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
a	The governing body?	8a	Yes
b	Each committee with authority to act on behalf of the governing body?	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a	No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes
b	Describe in Schedule O the process, if any, used by the organization to review the Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes
b	Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	No
13	Did the organization have a written whistleblower policy?	13	No
14	Did the organization have a written document retention and destruction policy?	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	15a	Yes
b	Other officers or key employees of the organization	15b	Yes
	If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed▶VA
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request
19	Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶ EVELYN GILLIAM 1615 DUKE STREET ALEXANDRIA, VA 22314 (703) 875-0779

Check if Schedule O contains a response to any question in this Part VII ☐

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons

☐ Check this box if neither the organization nor any related organizations compensated any current or former officer, director, or trustee

[illegible]

Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	3,413,902			
	g	Noncash contributions included in lines 1a-1f \$ _____					
	h	Total. Add lines 1a-1f			3,413,902		
Program Service Revenue			Business Code				
	2a	MEMBERSHIP DUES	900099	3,149,727	3,149,727		
	b	CONVENTION REVENUE	900099	1,614,977	1,612,142	2,835	
	c	ADVERTISING REVENUE	541800	718,264		718,264	
	d	LEADERSHIP	900099	669,485	669,485		
	e	EDUCATIONAL MEETINGS	900099	197,211	197,211		
	f	All other program service revenue		48,000	48,000		
	g	Total. Add lines 2a-2f			6,397,664		
Other Revenue	3	Investment income (including dividends, interest and other similar amounts)		201,346			201,346
	4	Income from investment of tax-exempt bond proceeds . .					
	5	Royalties		167,191			167,191
	6a	(i) Real					
		26,217					
		(ii) Personal					
		0					
	b	Less rental expenses					
	c	Rental income or (loss)		26,217			
	d	Net rental income or (loss)		26,217			26,217
	7a	(i) Securities					
		4,244,830					
		(ii) Other					
		573,968					
	b	Less cost or other basis and sales expenses		4,211,350	640,760		
	c	Gain or (loss)		33,480	-66,792		
	d	Net gain or (loss)		-33,312			-33,312
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18		a			
	b	Less direct expenses		b			
	c	Net income or (loss) from fundraising events . .					
9a	Gross income from gaming activities See Part IV, line 19		a				
b	Less direct expenses		b				
c	Net income or (loss) from gaming activities . .						
10a	Gross sales of inventory, less returns and allowances		a				
			33,844				
b	Less cost of goods sold		b	18,974			
c	Net income or (loss) from sales of inventory . .			14,870	14,870		
Miscellaneous Revenue		Business Code					
11a	OTHER INCOME		900099	491,448			491,448
b	WEBSITE ADVERTISING		541800	153,559		153,559	
c							
d	All other revenue						
e	Total. Add lines 11a-11d			645,007			
12	Total revenue. See Instructions			10,832,885	5,691,435	874,658	852,890

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)

Check if Schedule O contains a response to any question in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States See Part IV, line 21				
2	Grants and other assistance to individuals in the United States See Part IV, line 22				
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	671,534	358,580	285,712	27,242
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	2,067,454	1,103,961	876,192	87,301
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	79,050	42,210	36,840	
9	Other employee benefits	787,783	420,653	367,130	
10	Payroll taxes	215,146	114,882	100,264	
11	Fees for services (non-employees)				
a	Management				
b	Legal	71,918		71,818	100
c	Accounting	42,000		42,000	
d	Lobbying				
e	Professional fundraising See Part IV, line 17				
f	Investment management fees				
g	Other	1,302,763	849,925	452,838	
12	Advertising and promotion				
13	Office expenses	628,230	531,170	92,933	4,127
14	Information technology				
15	Royalties				
16	Occupancy	329,122	327,940	1,182	
17	Travel	697,343	591,698	105,120	525
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	833,226	769,417	55,460	8,349
20	Interest	55,559		55,559	
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	172,080	172,080		
23	Insurance				
24	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O)				
a	INCOME TAXES	9,505		9,505	
b	SUBCONTRACTS	1,872,414	1,872,414		
c	OTHER COSTS	351,058	28,297	321,486	1,275
d	DUES, SUBSCRIPTIONS	62,775	31,814	30,461	500
e					
f	All other expenses	3,433		3,433	
25	Total functional expenses. Add lines 1 through 24f	10,252,393	7,215,041	2,907,933	129,419
26	Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing			400	1	400
	2	Savings and temporary cash investments			5,466,713	2	3,027,898
	3	Pledges and grants receivable, net			271,697	3	186,134
	4	Accounts receivable, net			312,216	4	134,301
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L				5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L				6	
	7	Notes and loans receivable, net				7	
	8	Inventories for sale or use			2,349	8	
	9	Prepaid expenses and deferred charges			148,013	9	127,869
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	4,534,708			
	b	Less: accumulated depreciation	10b	1,279,240	234,059	10c	3,255,468
	11	Investments—publicly traded securities			5,720,668	11	4,633,335
	12	Investments—other securities. See Part IV, line 11				12	1,458,445
	13	Investments—program-related. See Part IV, line 11				13	
	14	Intangible assets				14	
	15	Other assets. See Part IV, line 11			39,904	15	174,567
16	Total assets. Add lines 1 through 15 (must equal line 34)			12,196,019	16	12,998,417	
Liabilities	17	Accounts payable and accrued expenses			883,256	17	869,315
	18	Grants payable				18	
	19	Deferred revenue			1,318,754	19	1,221,555
	20	Tax-exempt bond liabilities				20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D				21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L				22	
	23	Secured mortgages and notes payable to unrelated third parties				23	2,427,782
	24	Unsecured notes and loans payable to unrelated third parties				24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D			5,741,399	25	3,553,281
	26	Total liabilities. Add lines 17 through 25			7,943,409	26	8,071,933
	Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.					
27		Unrestricted net assets			4,095,721	27	4,769,116
28		Temporarily restricted net assets			6,889	28	7,368
29		Permanently restricted net assets			150,000	29	150,000
Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.							
30		Capital stock or trust principal, or current funds				30	
31		Paid-in or capital surplus, or land, building or equipment fund				31	
32		Retained earnings, endowment, accumulated income, or other funds				32	
33		Total net assets or fund balances			4,252,610	33	4,926,484
34	Total liabilities and net assets/fund balances			12,196,019	34	12,998,417	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	10,832,885
2	Total expenses (must equal Part IX, column (A), line 25)	2	10,252,393
3	Revenue less expenses Subtract line 2 from line 1	3	580,492
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	4,252,610
5	Other changes in net assets or fund balances (explain in Schedule O)	5	93,382
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	4,926,484

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII ☐

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		No
b	Were the organization's financial statements audited by an independent accountant?	Yes	
c	If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
d	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	Yes	
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	Yes	

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS	Employer identification number 54-1999773
---	--

Part I Reason for Public Charity Status

(All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

- 1

☐

A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**
- 2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9

☒

An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)
- 10

☐

An organization organized and operated exclusively to test for public safety Se**section 509(a)(4).**
- 11

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a

☐

Type I

b

☐

Type II

c

☐

Type III - Functionally integrated

d

☐

Type III - Other

e

☐

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

☐

If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g

☐

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i)

a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii)

a family member of a person described in (i) above?

(iii)

a 35% controlled entity of a person described in (i) or (ii) above?

h

☐

Provide the following information about the supported organization(s)

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support						
Calendar year	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public Support. Subtract line 5 from line 4						

Section B. Total Support						
Calendar year	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income (Explain in Part IV) Do not include gain or loss from the sale of capital assets						
11 Total support (Add lines 7 through 10)						
12 Gross receipts from related activities, etc (See instructions)					12	
13 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Section C. Computation of Public Support Percentage						
14 Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))		14				
15 Public Support Percentage for 2010 Schedule A, Part II, line 14		15				
16a 33 1/3% support test—2011. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization						
b 33 1/3% support test—2010. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization						
17a 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization						
b 10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization						
18 Private Foundation If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions						

Part III

Support Schedule for Organizations Described in IRC 509(a)(2)
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	4,561,589	4,863,626	4,822,793	4,800,556	6,563,629	25,612,193
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	4,582,882	3,257,878	2,654,507	2,541,746	2,526,838	15,563,851
3 Gross receipts from activities that are not an unrelated trade or business under section 513		39,772	86,231	113,849	491,448	731,300
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	9,144,471	8,161,276	7,563,531	7,456,151	9,581,915	41,907,344
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						0
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						0
c Add lines 7a and 7b						0
8 Public Support (Subtract line 7c from line 6)						41,907,344

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6	9,144,471	8,161,276	7,563,531	7,456,151	9,581,915	41,907,344
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	424,913	341,994	338,217	503,098	394,754	2,002,976
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975	122,336	48,340	12,084	78,175		260,935
c Add lines 10a and 10b	547,249	390,334	350,301	581,273	394,754	2,263,911
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support (Add lines 9, 10c, 11 and 12.)	9,691,720	8,551,610	7,913,832	8,037,424	9,976,669	44,171,255
14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f))	15	94.870 %
16 Public support percentage from 2010 Schedule A, Part III, line 15	16	93.940 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2011 (line 10c column (f) divided by line 13 column (f))	17	5.130 %
18 Investment income percentage from 2010 Schedule A, Part III, line 17	18	6.060 %
19a 33 1/3% support tests—2011. If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization	<input checked="" type="checkbox"/>	
b 33 1/3% support tests—2010. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
20 Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions	<input type="checkbox"/>	

Part IV **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Explanation

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ Complete if the organization is described below.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35c (Proxy Tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS	Employer identification number 54-1999773
---	--

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1	Provide a description of the organization's direct and indirect political campaign activities on behalf of or in opposition to candidates for public office in Part IV	
2	Political expenditures	▶ \$
3	Volunteer hours	

Part I-B Complete if the organization is exempt under section 501(c)(3).

1	Enter the amount of any excise tax incurred by the organization under section 4955	▶ \$
2	Enter the amount of any excise tax incurred by organization managers under section 4955	▶ \$
3	If the organization incurred a section 4955 tax, did it file Form 4720 for this year?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4a	Was a correction made?	<input type="checkbox"/> Yes <input type="checkbox"/> No
b	If "Yes," describe in Part IV	

Part I-C Complete if the organization is exempt under section 501(c) except section 501(c)(3).

1	Enter the amount directly expended by the filing organization for section 527 exempt function activities	▶ \$
2	Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt funtion activities	▶ \$
3	Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b	▶ \$
4	Did the filing organization file Form 1120-POL for this year?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV	

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)
- B** ☐ if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals												
1a	Total lobbying expenditures to influence public opinion (grass roots lobbying)														
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	386,502													
c	Total lobbying expenditures (add lines 1a and 1b)	386,502													
d	Other exempt purpose expenditures	10,017,913													
e	Total exempt purpose expenditures (add lines 1c and 1d)	10,404,415													
f	Lobbying nontaxable amount Enter the amount from the following table in both columns	670,221													
<table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g	Grassroots nontaxable amount (enter 25% of line 1f)	167,555													
h	Subtract line 1g from line 1a If zero or less, enter -0-	0													
i	Subtract line 1f from line 1c If zero or less, enter -0-	0													
j	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?	<input type="checkbox"/> Yes <input type="checkbox"/> No													

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) Total
2a Lobbying non-taxable amount				670,221	670,221
b Lobbying ceiling amount (150% of line 2a, column(e))					1,005,332
c Total lobbying expenditures				386,502	386,502
d Grassroots non-taxable amount				167,555	167,555
e Grassroots ceiling amount (150% of line 2d, column (e))					251,333
f Grassroots lobbying expenditures					

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities? If "Yes," describe in Part IV			
j	Total lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2		
3	Did the organization agree to carryover lobbying and political expenditures from the prior year?	3		

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, lines 1 and 2 are answered "No" OR if Part III-A, line 3 is answered "Yes".

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).	2a	
a	Current year		
b	Carryover from last year		
c	Total		
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV

Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
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SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2011

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS

Employer identification number
54-1999773

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	
	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit	
	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	

Part II

Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)

☐ Preservation of an historically importantly land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶ _____

4

Number of states where property subject to conservation easement is located ▶ _____

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes

☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ▶ _____

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ _____

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes

☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

(ii) Assets included in Form 990, Part X

▶ \$ _____

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

b

Assets included in Form 990, Part X

▶ \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization’s accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

- a** ☐ Public exhibition
- d** ☐ Loan or exchange programs
- b** ☐ Scholarly research
- e** ☐ Other
- c** ☐ Preservation for future generations

4 Provide a description of the organization’s collections and explain how they further the organization’s exempt purpose in Part XIV

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization’s collection? ☐ **Yes** ☐ **No**

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIV and complete the following table

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIV

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a Beginning of year balance	1,037,935	1,023,369	1,022,853	983,951	
b Contributions	28,584	31,726	36,655	35,515	
c Investment earnings or losses	479	3,251		7,887	
d Grants or scholarships					
e Other expenditures for facilities and programs		20,411	36,139	4,500	
f Administrative expenses					
g End of year balance	1,066,998	1,037,935	1,023,369	1,022,853	

2 Provide the estimated percentage of the year end balance held as

- a** Board designated or quasi-endowment ▶ 85 250 %
- b** Permanent endowment ▶ 0 690 %
- c** Term endowment ▶ 14 060 %

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

	Yes	No
(i) unrelated organizations	3a(i)	No
(ii) related organizations	3a(ii)	No
b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?	3b	

4 Describe in Part XIV the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		907,539		907,539
b Buildings		2,222,921	53,329	2,169,592
c Leasehold improvements		6,776		6,776
d Equipment		1,397,472	1,225,911	171,561
e Other				
Total. Add lines 1a-1e <i>(Column (d) should equal Form 990, Part X, column (B), line 10(c).)</i> ▶				3,255,468

Part XIReconciliation of Change in Net Assets from Form 990 to Financial Statements			
1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	10,832,885
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	10,252,393
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	580,492
4	Net unrealized gains (losses) on investments	4	27,126
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	66,256
9	Total adjustments (net) Add lines 4 - 8	9	93,382
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	673,874

Part XIIReconciliation of Revenue per Audited Financial Statements With Revenue per Return			
1	Total revenue, gains, and other support per audited financial statements	1	10,945,777
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	27,126
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	27,126
3	Subtract line 2e from line 1	3	10,918,651
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	-85,766
c	Add lines 4a and 4b	4c	-85,766
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	10,832,885

Part XIIIReconciliation of Expenses per Audited Financial Statements With Expenses per Return			
1	Total expenses and losses per audited financial statements	1	10,338,159
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV)	2d	85,766
e	Add lines 2a through 2d	2e	85,766
3	Subtract line 2e from line 1	3	10,252,393
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	10,252,393

Part XIVSupplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
DESCRIPTION OF INTENDED USE OF ENDOWMENT FUNDS	PART V, LINE 4	THE INTENDED USE OF THE ENDOWMENT FUNDS ARE BASED ON THE DONORS INSTRUCTIONS. EARNINGS ARE USED TO SUPPORT A GENERAL SESSION OR LECTURE AT THE ANNUAL NATIONAL CONFERENCE.
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X	THE ASSOCIATION IS GENERALLY EXEMPT FROM FEDERAL INCOME TAXES UNDER PROVISIONS OF SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE. IN ADDITION, THE ASSOCIATION QUALIFIES FOR CHARITABLE CONTRIBUTIONS DEDUCTIONS AND HAS BEEN CLASSIFIED AS AN ORGANIZATION THAT IS NOT A PRIVATE FOUNDATION. UNDER CURRENT INTERNAL REVENUE SERVICE REGULATIONS, RENTAL INCOME AND ADVERTISING EARNED IN THE PUBLICATION OF THE ASSOCIATION'S MAGAZINES ARE SUBJECT TO UNRELATED BUSINESS INCOME TAX. DEFERRED TAXES ARISE DUE TO THE TIMING DIFFERENCE IN RECOGNITION OF RENTAL REVENUE. THE ACCOUNTING STANDARD ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES ADDRESSES THE DETERMINATION OF WHETHER TAX BENEFITS CLAIMED OR EXPECTED TO BE CLAIMED ON A TAX RETURN SHOULD BE RECORDED IN THE FINANCIAL STATEMENTS. UNDER THIS GUIDANCE, THE ASSOCIATION MAY RECOGNIZE THE TAX BENEFIT FROM AN UNCERTAIN TAX POSITION ONLY IF IT IS MORE LIKELY THAN NOT THAT THE TAX POSITION WILL BE SUSTAINED ON EXAMINATION BY TAXING AUTHORITIES BASED ON THE TECHNICAL MERITS OF THE POSITION. THE TAX BENEFITS RECOGNIZED IN THE FINANCIAL STATEMENTS FROM SUCH A POSITION ARE MEASURED BASED ON THE LARGEST BENEFIT THAT HAS A GREATER THAN 50% LIKELIHOOD OF BEING REALIZED UPON ULTIMATE SETTLEMENT. THE GUIDANCE ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES ALSO ADDRESSES DE-RECOGNITION, CLASSIFICATION, INTEREST AND PENALTIES ON INCOME TAXES, AND ACCOUNTING IN INTERIM PERIODS. MANAGEMENT EVALUATED THE ASSOCIATION'S TAX POSITION AND IS NOT AWARE OF ANY UNCERTAIN TAX POSITIONS, THEREFORE, NO TAX LIABILITIES HAVE BEEN RECORDED AS OF JUNE 30, 2012, OR ANY RELATED INTEREST AND PENALTIES INCLUDED IN THE BALANCE SHEET OR STATEMENT OF ACTIVITIES. GENERALLY, THE ASSOCIATION IS NO LONGER SUBJECT TO INCOME TAX EXAMINATIONS BY THE U.S. FEDERAL, STATE, OR LOCAL TAX AUTHORITIES FOR YEARS BEFORE 2009.
PART XI, LINE 8 - OTHER ADJUSTMENTS		MINIMUM POSTRETIREMENT LIABILITY ADJUSTMENT 66,256
PART XII, LINE 4B - OTHER ADJUSTMENTS		COST OF GOODS SOLD REPORTED ON LINE 10B -18,974 LOSS ON ASSET DISPOSAL REPORTED ON LINE 7 -66,792
PART XIII, LINE 2D - OTHER ADJUSTMENTS		COST OF GOODS SOLD REPORTED ON LINE 10B 18,974 LOSS ON ASSET DISPOSAL REPORTED ON LINE 7 66,792

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS	Employer identification number 54-1999773
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Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	<div><input type="checkbox"/> First-class or charter travel</div> <div><input checked="" type="checkbox"/> Travel for companions</div> <div><input type="checkbox"/> Tax idemnification and gross-up payments</div> <div><input type="checkbox"/> Discretionary spending account</div>	<div><input type="checkbox"/> Housing allowance or residence for personal use</div> <div><input type="checkbox"/> Payments for business use of personal residence</div> <div><input type="checkbox"/> Health or social club dues or initiation fees</div> <div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div>	
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	<div><input checked="" type="checkbox"/> Compensation committee</div> <div><input type="checkbox"/> Independent compensation consultant</div> <div><input type="checkbox"/> Form 990 of other organizations</div>	<div><input type="checkbox"/> Written employment contract</div> <div><input type="checkbox"/> Compensation survey or study</div> <div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div>	
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization		
a	Receive a severance payment or change-of-control payment?	4a	No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	No
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
a	The organization?	5a	No
b	Any related organization?	5b	No
	If "Yes," to line 5a or 5b, describe in Part III		
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
a	The organization?	6a	No
b	Any related organization?	6b	No
	If "Yes," to line 6a or 6b, describe in Part III		
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	No
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9	

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual.

[illegible]

Part III **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
	PART I, LINE 1A	FOLLOWING PEOPLE RECEIVED TAXABLE TRAVEL FOR COMPANIONS: DANIEL A. DOMENECH - \$9,884.10; EDGAR B. HATRICK, III - \$1,289.50; PATRICA E. NEUDECKER - \$8,272.60.

SCHEDULE O

(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS	Employer identification number 54-1999773
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Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION A, LINE 6	SINCE 1865, SCHOOL SYSTEM LEADERS HAVE JOINED THE AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS (AASA) FOR PROFESSIONAL SUPPORT AND DEVELOPMENT, INFORMATION AND NEWS, NETWORKING, AND REPRESENTATION AT THE FEDERAL LEVEL AND TO SUPPORT THE AASA MISSION TO ADVANCE PUBLIC EDUCATION FOR ALL CHILDREN. AASA REPRESENTS SCHOOL DISTRICT ADMINISTRATORS AT BOTH THE BUILDING AND CENTRAL OFFICE LEVEL. AASA'S PRIMARY MEMBERS ARE PUBLIC SCHOOL DISTRICT SUPERINTENDENTS AND THOSE WHO ASPIRE TO THAT POSITION. AASA ALSO INCLUDES COLLEGE PROFESSORS WHO ARE PREPARING SCHOOL ADMINISTRATORS.

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION A, LINE 7A	ANY MEMBER IN THE ACTIVE MEMBERSHIP CATEGORY WHO IS SERVING ON, OR HAS SERVED ON WITHIN THE LAST 3 YEARS, EITHER THE GOVERNING BOARD OR THE EXECUTIVE COMMITTEE AND IS A MEMBER OF THEIR STATE ASSOCIATION IS ELIGIBLE TO RUN FOR PRESIDENT-ELECT OF AASA THE PRESIDENT-ELECT SERVES A ONE YEAR TERM BEFORE BECOMING PRESIDENT FOR ONE YEAR FOLLOWING HIS/HER PRESIDENTIAL TERM HE/SHE BECOMES THE IMMEDIATE PAST PRESIDENT FOR ONE YEAR INTERESTED CANDIDATES FILE APPROPRIATE MATERIALS AND A \$500 FILING WITH AASA NO LATER THAN THE 1ST FRIDAY IN DECEMBER THE ELECTION COMMITTEE MEETS VIA CONFERENCE CALL TO REVIEW THE MATERIALS AND TO DECLARE THE CANDIDATE(S) ELIGIBLE THE GOVERNING BOARD AT ITS WINTER MEETING NOMINATES THE CANDIDATE(S) FOR PRESIDENT-ELECT IF MORE THAN 3 CANDIDATES ARE VYING FOR THE NOMINATION, THE GOVERNING BOARD MUST REDUCE THAT NUMBER TO NO MORE THAN 3 THE GOVERNING BOARD CANNOT ADD CANDIDATES ELIGIBLE VOTING MEMBERS RECEIVE VOTING MATERIALS EITHER ELECTRONICALLY OR VIA US MAIL THE CANDIDATE RECEIVING A PLURALITY OF THE VOTES CAST IS ELECTED

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 11	THE 990 WILL BE REVIEWED BY THE AUDIT COMMITTEE. THE AUDIT COMMITTEE CHAIR WILL DISCUSS THE 990 WITH THE FULL EXECUTIVE COMMITTEE AT ITS NEXT MEETING FOLLOWING THE REVIEW. ALL MEMBERS WILL HAVE THE OPPORTUNITY TO REVIEW THE RETURN.

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 15	THE AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS (AASA) USES OUTSIDE INDEPENDENT CONSULTANTS TO REVIEW ITS SALARIES ON REGULAR BASIS THIS REVIEW PROVIDES INFORMATION ABOUT THE ASSOCIATION'S COMPETITIVE POSITION RELATIVE TO PUBLISHED SURVEY DATA AND ASSURES THAT THE PAY OF EXECUTIVES AND OTHER EMPLOYEES IS REASONABLE THE SALARY OF THE ASSOCIATION'S EXECUTIVE DIRECTOR IS DETERMINED BY THE EXECUTIVE COMMITTEE BY MARKET COMPARISONS THE ANNUAL REVIEW OF SALARIES WAS CONDUCTED IN 2011 WITH EMPLOYEES BEING GIVEN A COST OF LIVING SALARY INCREASE OF 3%

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION C, LINE 19	THE POLICIES AND PROCEDURES (WHICH INCLUDES CONFLICT OF INTEREST POLICES) WILL BE POSTED ON THE ORGANIZATION'S WEBSITE. ALL MEMBERS WILL HAVE ACCESS TO THESE DOCUMENTS. FINANCIAL INFORMATION IS RECORDED IN THE ANNUAL REPORT WHICH IS ALSO POSTED ON THE WEBSITE.

Identifier	Return Reference	Explanation
CHANGES IN NET ASSETS OR FUND BALANCES	FORM 990, PART XI, LINE 5	NET UNREALIZED GAINS ON INVESTMENTS 27,126 MINIMUM POSTRETIREMENT LIABILITY ADJUSTMENT 66,256 TOTAL TO FORM 990, PART XI, LINE 5 93,382

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

4d. Other program services					
(Code)	(Expenses \$	550,320	including grants of \$	(Revenue \$	48,000)
GOVERNANCE					
(Code)	(Expenses \$	541,444	including grants of \$	(Revenue \$)
PUBLIC POLICY					

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

4d. Other program services				
(Code)	(Expenses \$	103,618	including grants of \$	(Revenue \$ 197,211)
EDUCATIONAL MEETINGS				
(Code)	(Expenses \$	62,079	including grants of \$	(Revenue \$ 14,870)
OTHER				

Additional Data

Software ID:
Software Version:
EIN: 54-1999773
Name: AMERICAN ASSOCIATION OF SCHOOL
ADMINISTRATORS

Form 990, Special Condition Description:

Special Condition Description

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

4d. Other program services					
(Code)	(Expenses \$	677,403	including grants of \$	(Revenue \$	3,149,727)
MEMBER/AFFILIATE SERVICES					
(Code)	(Expenses \$	581,982	including grants of \$	(Revenue \$	669,485)
LEADERSHIP DEVELOPMENT					

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
PATRICIA E NEUDECKER PRESIDENT	2 00	X		X				0	0	0
BENNY L GOODEN PRESIDENT-ELECT	2 00	X		X				0	0	0
EDGAR B HATRICK III IMMEDIATE PAST PRESIDENT	2 00	X						0	0	0
JEROME E COLONNA EXECUTIVE COMMITTEE	2 00	X						0	0	0
CHRIS B ERWIN EXECUTIVE COMMITTEE	2 00	X						0	0	0
ALTON L FRAILEY EXECUTIVE COMMITTEE	2 00	X						0	0	0
JOSEPH J GERTSEMA EXECUTIVE COMMITTEE	2 00	X						0	0	0
CLARK J GODSHALL EXECUTIVE COMMITTEE	2 00	X						0	0	0
BARTON L GOERING EXECUTIVE COMMITTEE	2 00	X						0	0	0
RODNEY P GREEN EXECUTIVE COMMITTEE	2 00	X						0	0	0
BEVERLY L HALL EXECUTIVE COMMITTEE	2 00	X						0	0	0
KATHLEEN R KELLEY EXECUTIVE COMMITTEE	2 00	X						0	0	0
RICHARD D LAVERGNE EXECUTIVE COMMITTEE	2 00	X						0	0	0
ROBERT T MILLS EXECUTIVE COMMITTEE	2 00	X						0	0	0
J THOMAS MORTON EXECUTIVE COMMITTEE	2 00	X						0	0	0
DAVID K PENNINGTON EXECUTIVE COMMITTEE	2 00	X						0	0	0
DARLINE P ROBLES EXECUTIVE COMMITTEE	2 00	X						0	0	0
DAVID R SCHULER EXECUTIVE COMMITTEE	2 00	X						0	0	0
FRANK H SIPPY EXECUTIVE COMMITTEE	2 00	X						0	0	0
ROBERT M SLABY EXECUTIVE COMMITTEE	2 00	X						0	0	0
DARRELL C RUD EXECUTIVE COMMITTEE	2 00	X						0	0	0
KEVIN WAHEARN GOVERNING BOARD	2 00	X						0	0	0
LYLE C AILSHIE GOVERNING BOARD	2 00	X						0	0	0
BART ANDERSON GOVERNING BOARD	2 00	X						0	0	0
BETTY T BAGLEY GOVERNING BOARD	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
GREG A BARNES GOVERNING BOARD	2 00	X						0	0	0
JOSEPH C BARROW JR GOVERNING BOARD	2 00	X						0	0	0
KEN BATES GOVERNING BOARD	2 00	X						0	0	0
RICHARD H BAUSCHER GOVERNING BOARD	2 00	X						0	0	0
MARK D BENIGNI GOVERNING BOARD	2 00	X						0	0	0
CHRISTINE M BENSON GOVERNING BOARD	2 00	X						0	0	0
TOM BENSON GOVERNING BOARD	2 00	X						0	0	0
MARK BEZEK GOVERNING BOARD	2 00	X						0	0	0
JOHN E BOURQUE GOVERNING BOARD	2 00	X						0	0	0
DANIEL L BROOKS GOVERNING BOARD	2 00	X						0	0	0
NICHOLAS C EGLAREK GOVERNING BOARD	2 00	X						0	0	0
ROBERT W CHRISTMANN GOVERNING BOARD	2 00	X						0	0	0
WENDELL W CHU GOVERNING BOARD	2 00	X						0	0	0
V SUE CLEVELAND GOVERNING BOARD	2 00	X						0	0	0
JEANNE COLLINS GOVERNING BOARD	2 00	X						0	0	0
JOHN T COOPMAN GOVERNING BOARD	2 00	X						0	0	0
KAREN M COUCH GOVERNING BOARD	2 00	X						0	0	0
ELEANOR S CRUZ GOVERNING BOARD	2 00	X						0	0	0
JIMMY CUNNINGHAM GOVERNING BOARD	2 00	X						0	0	0
DANIEL D CURRY GOVERNING BOARD	2 00	X						0	0	0
DAVID DAIGNEAULT GOVERNING BOARD	2 00	X						0	0	0
TERRY E DAVIDSON GOVERNING BOARD	2 00	X						0	0	0
CHARLES S DEDRICK GOVERNING BOARD	2 00	X						0	0	0
FRANK D DEVONO GOVERNING BOARD	2 00	X						0	0	0
TIMOTHY J DEWAARD GOVERNING BOARD	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
BRENDA DIETRICH GOVERNING BOARD	2 00	X						0	0	0
T DALE EDWARDS GOVERNING BOARD	2 00	X						0	0	0
D SCOTT ELLIFF GOVERNING BOARD	2 00	X						0	0	0
JOSEPH V ERARDI JR GOVERNING BOARD	2 00	X						0	0	0
ERIC C ESHBACH GOVERNING BOARD	2 00	X						0	0	0
CURT E FINCH JR GOVERNING BOARD	2 00	X						0	0	0
CATHERINE M FINGER GOVERNING BOARD	2 00	X						0	0	0
JERRY FREW GOVERNING BOARD	2 00	X						0	0	0
MARGARET FRIESWYK GOVERNING BOARD	2 00	X						0	0	0
RONDA L FRUEAUFF GOVERNING BOARD	2 00	X						0	0	0
RICHARD W FRY GOVERNING BOARD	2 00	X						0	0	0
MICHAEL FULTON GOVERNING BOARD	2 00	X						0	0	0
CHRIS GAINES GOVERNING BOARD	2 00	X						0	0	0
PATRICIA GILLESPIE GOVERNING BOARD	2 00	X						0	0	0
HENRY L GRISHMAN GOVERNING BOARD	2 00	X						0	0	0
STEVE HALL GOVERNING BOARD	2 00	X						0	0	0
SHEILA HARRISON-WILLIAMS GOVERNING BOARD	2 00	X						0	0	0
KIMBERLEY A HART GOVERNING BOARD	2 00	X						0	0	0
DOUG HAYTER GOVERNING BOARD	2 00	X						0	0	0
LUTHER L HELLER GOVERNING BOARD	2 00	X						0	0	0
VERNON M HENSHAW GOVERNING BOARD	2 00	X						0	0	0
FRANK F HEWINS GOVERNING BOARD	2 00	X						0	0	0
SHON HOCKER GOVERNING BOARD	2 00	X						0	0	0
NYKKI HOLTON GOVERNING BOARD	2 00	X						0	0	0
ROARK R HORN GOVERNING BOARD	2 00	X						0	0	0

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SANDRA L HUSK GOVERNING BOARD	2 00	X						0	0	0
PAUL IMHOFF GOVERNING BOARD	2 00	X						0	0	0
KAY JOHNSON GOVERNING BOARD	2 00	X						0	0	0
MARCUS JOHNSON GOVERNING BOARD	2 00	X						0	0	0
GARY L KELLY GOVERNING BOARD	2 00	X						0	0	0
J D KENNEDY GOVERNING BOARD	2 00	X						0	0	0
SCOTT R KIZNER GOVERNING BOARD	2 00	X						0	0	0
ED KLAMFOTH GOVERNING BOARD	2 00	X						0	0	0
REBECCA LADNER GOVERNING BOARD	2 00	X						0	0	0
MICHAEL J LANNON GOVERNING BOARD	2 00	X						0	0	0
ALVIN L LEBER GOVERNING BOARD	2 00	X						0	0	0
EMILY LEMBECK GOVERNING BOARD	2 00	X						0	0	0
JEFF LIND GOVERNING BOARD	2 00	X						0	0	0
DOROTHY LINN GOVERNING BOARD	2 00	X						0	0	0
JAMES L LONG GOVERNING BOARD	2 00	X						0	0	0
RALPH MARINO JR GOVERNING BOARD	2 00	X						0	0	0
MICHAEL J MARTIN GOVERNING BOARD	2 00	X						0	0	0
KEVIN MAXWELL GOVERNING BOARD	2 00	X						0	0	0
DAVID MCGEHEE GOVERNING BOARD	2 00	X						0	0	0
TIMOTHY F MCNAMEE GOVERNING BOARD	2 00	X						0	0	0
DEMOND A MEANS GOVERNING BOARD	2 00	X						0	0	0
JAMES G MERRILL GOVERNING BOARD	2 00	X						0	0	0
DAVID W MESSERSMITH GOVERNING BOARD	2 00	X						0	0	0
NICK J MILANETTI GOVERNING BOARD	2 00	X						0	0	0
TIMOTHY M MITCHELL GOVERNING BOARD	2 00	X						0	0	0

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		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
MATTHEW MURPHY GOVERNING BOARD	2 00	X						0	0	0
PATRICK K MURPHY GOVERNING BOARD	2 00	X						0	0	0
JERRY N NEEDHAM GOVERNING BOARD	2 00	X						0	0	0
ROBERT O'BRIEN GOVERNING BOARD	2 00	X						0	0	0
DANIEL W WOLSON GOVERNING BOARD	2 00	X						0	0	0
KEITH E OWEN GOVERNING BOARD	2 00	X						0	0	0
LARRY E PARSONS GOVERNING BOARD	2 00	X						0	0	0
DENNIS PATZER GOVERNING BOARD	2 00	X						0	0	0
ELAINE PINCKNEY GOVERNING BOARD	2 00	X						0	0	0
GAIL PLETNICK GOVERNING BOARD	2 00	X						0	0	0
MICHELLE PRICE GOVERNING BOARD	2 00	X						0	0	0
JUDITH RATTNER GOVERNING BOARD	2 00	X						0	0	0
BRIAN RECHT GOVERNING BOARD	2 00	X						0	0	0
MIKE REED GOVERNING BOARD	2 00	X						0	0	0
JOHN RETCHLESS GOVERNING BOARD	2 00	X						0	0	0
PEDRO A RIVERA GOVERNING BOARD	2 00	X						0	0	0
L OLIVER ROBINSON GOVERNING BOARD	2 00	X						0	0	0
MARYALICE RUSSELL GOVERNING BOARD	2 00	X						0	0	0
WAYNE SAVOY GOVERNING BOARD	2 00	X						0	0	0
THERON J SCHUTTE GOVERNING BOARD	2 00	X						0	0	0
GUY M SCONZO GOVERNING BOARD	2 00	X						0	0	0
KENT A SHELLENBERGER GOVERNING BOARD	2 00	X						0	0	0
TOM SHELTON GOVERNING BOARD	2 00	X						0	0	0
KATHERINE E SIPALA GOVERNING BOARD	2 00	X						0	0	0
LISA SKILES PARADY GOVERNING BOARD	2 00	X						0	0	0

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JACK SMITH GOVERNING BOARD	2 00	X						0	0	0
MARGARET A SMITH GOVERNING BOARD	2 00	X						0	0	0
SHERRI L SMITH GOVERNING BOARD	2 00	X						0	0	0
KATHY SPENCER GOVERNING BOARD	2 00	X						0	0	0
PATRICK SWEENEY GOVERNING BOARD	2 00	X						0	0	0
MICHAEL TEAHON GOVERNING BOARD	2 00	X						0	0	0
GEOFFREY THOMAS GOVERNING BOARD	2 00	X						0	0	0
BARBARA W THOMPSON GOVERNING BOARD	2 00	X						0	0	0
THOMAS C TRIGG GOVERNING BOARD	2 00	X						0	0	0
CURT TRYGGESTAD GOVERNING BOARD	2 00	X						0	0	0
SCOTT C TURNER GOVERNING BOARD	2 00	X						0	0	0
TOM TURRELL GOVERNING BOARD	2 00	X						0	0	0
TERRY VAN ZOEREN GOVERNING BOARD	2 00	X						0	0	0
DAVID J VERDUGO GOVERNING BOARD	2 00	X						0	0	0
KAY WAGGONER GOVERNING BOARD	2 00	X						0	0	0
JULE WALKER GOVERNING BOARD	2 00	X						0	0	0
JACK WALSH GOVERNING BOARD	2 00	X						0	0	0
LAWRENCE T WALTERS GOVERNING BOARD	2 00	X						0	0	0
BETSY M WEBB GOVERNING BOARD	2 00	X						0	0	0
SHANNON L WELSH GOVERNING BOARD	2 00	X						0	0	0
RONALD C WHITMOYER GOVERNING BOARD	2 00	X						0	0	0
MCKELL WITHERS GOVERNING BOARD	2 00	X						0	0	0
MICHAEL B WOMBLE GOVERNING BOARD	2 00	X						0	0	0
JULIE WOOD GOVERNING BOARD	2 00	X						0	0	0
BARRY WOWK GOVERNING BOARD	2 00	X						0	0	0

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LU YOUNG GOVERNING BOARD	2 00	X						0	0	0
DANIEL A DOMENECH EXECUTIVE DIRECTOR	40 00			X				331,463	0	6,729
H CHARLES WOODRUFF CHIEF FINANCIAL OFFICER	40 00			X				145,950	0	2,665
BRUCE HUNTER ASSOC EXE DIR-POLICY & ADVOCACY	40 00				X			167,728	0	11,136
ELLEN SCHOETZAU ASSOC EXE DIR-MEMBER SVCS	40 00					X		145,279	0	3,185
SHARON ADAMS-TAYLOR ASSOC EXE DIR-CHILDREN'S	40 00					X		129,587	0	3,781
C J REID ASSOC EXE DIR-GOVERNANCE	40 00					X		121,238	0	11,905
EVELYN GILLIAM DIRECTOR, FINANCE & ADMIN	40 00					X		121,200	0	3,653
CHRIS DAW DIRECTOR, MEETING	40 00					X		109,420	0	8,845