WHEN WE TRY TO TEACH OR LEAD A BEHAVIOR, WE OFTEN TALK ABOUT HOW TO DO IT, BUT GIVE SHORT SHRIFT ON WHY TO DO IT. I ENCOURAGE ALL EDUCATORS TO HAVE THE CONVERSATION WITH ONE ANOTHER ABOUT WHY YOU ARE IN EDUCATION. WE ON THE OUTSIDE LOOK AT THE WHY OF WHAT YOU’RE DOING WITH ADMIRATION, AWE, AND GRATITUDE.

DANIEL PINK
Keynote Speaker at ASCD’s 2014 Annual Conference
This year, we acknowledge the **POWER OF LEARNING** in our 2014 Annual Report, “Celebrating Learning: Stories of Teaching and Leading.” For more than 70 years, ASCD has provided educators with the resources and tools they need to help each child succeed. And each year, we transform our offerings to meet the changing needs of our educators and to further their learning.

As we celebrate learning in 2014, we also want to acknowledge the educators who are continuously making a difference, changing lives, and ensuring students’ success. I encourage you to join this celebration as we strive to prepare each child for the challenges of today and the opportunities of tomorrow.

*Judy Seltz, ASCD’s Executive Director*
Building a Community of Learners

A Message from ASCD’s Board President

Throughout my years as an educator, I’ve learned that people have a common desire for freedom, equity, and access to high-quality education. To address these challenges and issues of inequality in education, it’s important to have a global community of lifelong learners who will work to find solutions to these pressing concerns. This is exactly why I’m a part of ASCD.

Serving as the president of an organization that celebrates learning is truly an honor in itself. I’m humbled to help ASCD with sustained learning and international partnership initiatives as we work toward ensuring success for every child.

As you explore the 2014 annual report, you’ll read stories about ASCD’s successes and learn how educators are using our resources to improve students’ lives. You’ll also hear personal stories from our members about how ASCD has empowered them to learn, teach, and lead.

I’m looking forward to expanding our global community of lifelong learners to ensure a quality education for each child around the world.

Nancy Gibson, Associate Professor, Concordia University, Oak Brook, Illinois
Meet ASCD’s
Board of Directors

From left to right: Susie Carr, Matt McClure, Lorraine Ringrose, William Potts-Datema, Judith Zimmerman, David Mathis, Marie Adair, Jon Chapman, Ronal Butler, Nancy Gibson, Becky Berg, Pam Vogel, Josh Garcia

To learn more about ASCD’s Board of Directors, visit: http://www.ascd.org/governance.
ASCD is a global community dedicated to excellence in learning, teaching, and leading. Comprising more than 125,000 members—superintendents, principals, teachers, and advocates from more than 138 countries—the ASCD community also includes 54 affiliate organizations. ASCD’s innovative solutions promote the success of each child. To learn more about how ASCD supports educators as they learn, teach, and lead, visit www.ascd.org.
ASCD as a COMMUNITY

GLOBAL COMMUNITY
ASCD is a global community dedicated to excellence in learning, teaching, and leading.

SUCCESS OF EACH CHILD
ASCD’s innovative solutions promote the success of each child.

MEMBERS
Our community consists of more than 125,000 members and 54 affiliate organizations in 138 countries.

MORE THAN 125,000 MEMBERS
138 COUNTRIES
54 AFFILIATE ORGANIZATIONS
ASCD as an ADVOCATE

EDUCATION POLICY

ASCD guides education policy at the highest levels, presenting a collective, informed perspective on the crucial issues affecting education to politicians and policymakers around the globe.

WHOLE CHILD APPROACH

A vital component of ASCD’s advocacy efforts, the ASCD Whole Child approach provides information, tools, and resources for educators and policymakers that promote the development of a whole child who is healthy, safe, engaged, supported, and challenged.
Since 1943, ASCD has been recognized as a leader for its high-quality and award-winning programs, products, services, and publications that build the capacity of educators around the world.

Annually, ASCD conferences host compelling professional development events for more than 14,000 educators from around the world to improve teacher effectiveness, support educators as they network, and find solutions to common problems.

ASCD’s informative publications are recognized as balanced and reliable sources of information on the latest trends, research, and professional practices in education.

Educators from around the world use the association’s innovative, award-winning professional development resources, such as PD In Focus® online applications and PD Online® courses.

ASCD delivers tens of thousands of hours of face-to-face and online professional development resources to educators across the globe each year, positioning the organization among the largest professional development providers.

In addition to ASCD’s monthly flagship publication, Educational Leadership®, the association publishes more than 30 education titles a year from thought leaders and experts in the education community.
Membership by the NUMBERS

126,986 MEMBERS
in 138 COUNTRIES

Membership BENEFITS

- ASCD members receive several benefits, including AUTO, HOME, LIFE, and PROFESSIONAL LIABILITY INSURANCE COVERAGE.
- Members also receive a variety of PROFESSIONAL DEVELOPMENT PUBLICATIONS and access to ASCD’s member-only WEBINAR series and ONLINE LIBRARY.
- In 2014, ASCD IMPROVED the member book benefit with ENHANCED BOOK CHOICE, providing members with the option to choose between two upcoming titles three times a year.

Members by OCCUPATION

- 15% CLASSROOM TEACHERS
- 15% DIRECTORS/CENTRAL OFFICE
- 8% BUILDING LEVEL SPECIALIST
- 8% HIGHER EDUCATION
- 32% SCHOOL ADMINISTRATORS
- 18% OTHERS

- Members by the NUMBERS

126,986 MEMBERS
in 138 COUNTRIES
One of the things I like about ASCD is that the organization really wants you to be successful in your career. The opportunities abound—blogging, speaking, and writing—and I wouldn’t have these opportunities and a platform to share what I know if it weren’t for ASCD.

ASHANTI FOSTER
Academic Dean, Prince George’s County Public Schools
## ASCD’s Official Social Media Channels

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>ASCD joined Instagram to visually connect with educators, share inspiring quotes from ASCD experts, showcase ASCD’s publications, and interact with the community through meaningful pictures and videos.</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>ASCD redesigned its official blog, Inservice, and updated its YouTube channel to provide educators with the most up-to-date and free professional development resources they need to support the success of each child.</td>
</tr>
<tr>
<td>JUNE</td>
<td>ASCD’s Pinterest account won the Social Media Icon Award from PR News.</td>
</tr>
<tr>
<td>JULY</td>
<td>ASCD redesigned ASCD Edge, a social networking platform of more than 76,000 professionals in the field of education. The new responsive design features several updates focused on enhancing user experience and professional networking, including professional recommendations, blogger home pages, document sharing, and more.</td>
</tr>
<tr>
<td>AUGUST</td>
<td>ASCD reached a milestone of 100,000 Twitter followers.</td>
</tr>
</tbody>
</table>
ASCD CONFERENCES

JAN. 26–28, 2014
WASHINGTON, D.C.
Leadership Institute for Legislative Advocacy (LILA)
ASCD members worked together to outline the association’s federal policy priorities for the 2014 year. They also enjoyed meaningful sessions on education policy, including a keynote luncheon with U.S. Secretary of Education Arne Duncan.

MARCH 15–17, 2014
LOS ANGELES, CALIF.
69th ASCD Annual Conference and Exhibit Show
Los Angeles was home to the 2014 ASCD Annual Conference and Exhibit Show, where thousands of attendees from around the world came together to showcase ideas and best-practice strategies for driving student achievement and boosting teacher and leadership effectiveness. Attendees chose from more than 350 sessions that offered actionable advice to help teachers prepare students for their roles as creative, critically minded, and compassionate citizens.

JUNE 27–29, 2014
DALLAS, TEX.
2014 ASCD Conference on Teaching Excellence
More than 2,700 educators shared what’s working in schools and discussed ways to make excellent teaching a reality in every classroom.

JULY 24–26, 2014
ARLINGTON, VA.
Leader to Leader (L2L) Conference
This invitation-only event brought together hundreds of ASCD’s leading educators to learn, share, and enhance leadership skills and knowledge in the field of education.

OCT. 31–NOV. 2, 2014
ORLANDO, FLA.
2014 ASCD Conference on Educational Leadership
Hundreds of school district leaders and educators arrived in Orlando for ASCD’s Conference on Educational Leadership, where they learned the latest breakthrough practices for school and district administration.
In 2014, ASCD hosted a variety of professional development institutes that enabled educators to learn more about some of the most pressing topics in education. These one-, two-, or three-day meetings are offered throughout the year at different locations.

Learn more at www.ascd.org/institutes.

ASCD has helped me through the leadership training I received and the ability to stimulate my imagination. The things you learn from ASCD’s conferences and institutes can help you change what you’re doing and make it better for the learners.

BILL DODDS, Affiliate Executive Director, Illinois ASCD

Global PD Institutes

JANUARY 28–30, 2014
BANGKOK, THAILAND
UbD® Methodology
Jay McTighe, cocreator of the Understanding by Design® framework and renowned education author, and UbD® cadre member Elizabeth Rossini led two professional development institutes on how to use the UbD® methodology to reach crucial learning goals.
What people are saying about the ASCD ANNUAL CONFERENCE AND EXHIBIT SHOW

In 2014, I attended the ASCD Annual Conference in Los Angeles. When I entered those doors of the conference center, I saw how ASCD was truly a national organization that cares about educators’ professional development. I walked away with a lot of information that I used back home with my student chapter in Pennsylvania.

CODIE REED, student at Penn State University in Harrisburg

“Love thinking of myself as a designer of learning. Thank you @grantwiggins @jaymctighe SO many takeaways @ASCD.”

@mrsisbellsclass

“My first @ASCD after 25 years in learning! Really impressed with how people are talking about how we learn, not just what.”

@adamraySF

“Very appreciative of the way that @ASCD gave authors the royal treatment at #ASCD14. I really enjoyed meeting other authors and editors/team.”

ASCD author Joan Young, @flourishingkids
CELEBRATING PROFESSIONAL DEVELOPMENT

PD Online GOES MOBILE

ASCD OFFERS PD ONLINE® COURSES to provide educators with differentiated professional development on learning, teaching, and leading students across all content areas. This suite of self-paced online courses addresses a variety of topics important to educators today, including instructional leadership, formative assessment, and Common Core State Standards implementation.

IN 2014, ASCD EXPANDED ITS MOBILE CAPABILITIES by making 77 PD Online® courses available in mobile-friendly versions. Educators across the world are now able to increase their knowledge in a variety of important content areas by accessing ASCD’s PD Online courses through their mobile devices.

NEW DVDS FROM ASCD GUIDE EDUCATORS

IN 2014, ASCD RELEASED SEVERAL VIDEOS based on the work of its best-selling authors, including Essential Questions with Jay McTighe and Grant Wiggins, Core Six with Harvey Silver, and Vocab in Action with Marilee Sprenger.

ASCD EXPANDS E-BOOK DISTRIBUTION

ASCD ADDED SEVERAL NEW DISTRIBUTORS, including Apple and Google Play, to continue offering customers more ways to buy ASCD e-books.

ASCD Wins TOP AWARDS

• ASCD won a total of 14 PUBLISHING and DESIGN AWARDS for its products, including four EXCEL Awards from Association Media & Publishing, four REVERE Awards from the Association of American Publishers, and six APEX awards.

• ASCD’s PD In Focus® online application was named the BEST ONLINE PROFESSIONAL DEVELOPMENT TOOL in the 20th Annual Best Educational Software (BESSIE) Awards by The ComputED Gazette.

• ASCD’s legal team won the BEST NONPROFIT ORGANIZATION TEAM of the Year Award for 2014 by World Trade Review.
EXCEEDING EXPECTATIONS in Readership

ASCD Express, ASCD’s free online newsletter, reached more than 173,762 SUBSCRIBERS.

Themed “Making a Difference,” Educational Leadership’s free, summer, digital-only edition received a 49 PERCENT INCREASE in READERSHIP compared with the 2013 summer issue.

Educational Leadership® delved into some of the most pertinent topics and issues affecting today’s educators, including:

- Resilience and Learning
- Tackling Informational Text
- Building School Morale
- Writing: A Core Skill
- Making a Difference
- Using Assessments Thoughtfully

In 2014, ASCD’s award-winning flagship publication, Educational Leadership®, won six awards in total. The REVERE Awards for Excellence singled out “Tackling Informational Text” for One-Theme Issue; “The American Dream: Slipping Away?” for Learned Article; and four “Perspectives” as outstanding columns. The magazine also received two APEX awards for theme issue (“Resilience and Learning”) and for cover (“Tackling Informational Text”) and a bronze EXCEL Award for general excellence.

In addition, three other ASCD publications won EXCEL awards from Association Media & Publishing in 2014.

Education Update, the official member newsletter of ASCD, won two awards for publication excellence—one for general excellence and one for newsletter writing.

Educators rely on Educational Leadership to further their learning.
In our organization, we have a monthly meeting to read through *Educational Leadership* magazine. We invite colleagues across the region to take a deeper look at the articles and start a dialogue about some of the educational issues we’re facing today. The resources that came from *Educational Leadership* are invaluable. We wouldn’t be able to have these monthly dialogues without it.

JEANNETTE LEWIS-WOODARD
School Improvement Facilitator at Educational Service Center of Central Ohio
STORIES OF PROFESSIONAL LEARNING

In 2014, educators were invited to learn this new teaching model at ASCD’S SUMMER ACADEMY, featuring three days of INTENSIVE TRAINING on how educators can implement HIGH-QUALITY TEACHING and learning in their school. Led by FISHER AND FREY, more than 300 teachers, principals, superintendents, and higher-education professionals attended the academy to gain an understanding of FIT Teaching™ strategies and learn how to create an IMPLEMENTATION PLAN for their school or district.

Additionally, Fisher and Frey have trained and COACHED 10 ASCD FACULTY MEMBERS to serve on ASCD’S FIT TEACHING™ Faculty cadre. These author-trained faculty members are deployed to schools and districts throughout the world to BUILD LOCAL CAPACITY and facilitate professional development through ASCD’s PROFESSIONAL LEARNING SERVICES.
Like many countries, the Kingdom of Saudi Arabia has embarked on the journey of reforming its education system to ensure students are prepared to learn and succeed in the 21st century and beyond. ASCD partnered with TATWEER COMPANY FOR EDUCATIONAL SERVICES (T4EDU), a Saudi Arabia–based company that is providing solutions to support reform initiatives, to develop a capacity-building professional learning plan focused on supporting educators in designing curriculum.

In 2014, four ASCD Understanding by Design® cadre members led workshops in Saudi Arabia on how to use and apply the UbD® FRAMEWORK in schools. More than 300 EDUCATORS from the Kingdom of Saudi Arabia attended the workshops to begin learning the three-stage backward design process for CURRICULUM PLANNING and understanding how to apply it to support success for every learner.

“Embarking on international professional learning in Saudi Arabia has been a positive learning journey for all involved. This helps ensure that educators engage in effective professional learning while building relationships of mutual trust, understanding, and collaboration through a global community.”

OPAL DAWSON
ASCD Faculty Member for the Understanding by Design® framework
ASCD has helped me become a better leader as I support many teachers in my district. I’m able to improve the lives of students by offering professional learning to teachers and growing them as educators.

JILL THOMPSON
Instructional Technology Specialist, Bishop Spaugh Professional Development Center (PDC)
INAUGURAL Whole Child Symposium

ASCĐ hosted its first-ever Whole Child Symposium, themed “Choosing Your Tomorrow Today.” This symposium featured a series of educational DISCUSSIONS between ASCD members and education leaders about what the FUTURE of EDUCATION should look like and what steps are needed to make that VISION a REALITY.

ASCĐ kicked off the symposium with a TOWN HALL discussion at its 69th Annual Conference and Exhibit Show, where a panel of EDUCATION EXPERTS discussed the future of learning. At the Newseum in Washington, D.C., in May, the conversation continued at Whole Child Symposium Live, where leading experts addressed what schools should teach today to ensure SUCCESS for our CHILDREN, SOCIETIES, and ECONOMIES tomorrow.
In March, ASCD recognized Washington Montessori School of Greensboro, N.C., as the 2014 recipient of VISION IN ACTION: THE ASCD WHOLE CHILD AWARD. This award acknowledges a school that best exemplifies the five tenets of ASCD’s Whole Child approach—ensuring that every child is HEALTHY, SAFE, ENGAGED, SUPPORTED, and CHALLENGED.
In March 2014, ASCD in conjunction with the U.S. Centers for Disease Control and Prevention (CDC) developed the Whole School, Whole Community, Whole Child (WSCC) Model, a framework to improve students’ health and learning in schools across the country. This model combines and builds on traditional coordinated school health approach elements and ASCD’s Whole Child approach, encouraging schools to draw their resources from the whole community to address the needs of the Whole Child.
ASCD and the CDC encourage use of the model as a framework for improving students’ learning and health in our nation’s schools.
There’s no other association [whose] vision, mission, and actions are so closely aligned with what I believe about students, families, and teaching.

JENNIFER ORR
Teacher, Annandale Elementary School
Each year, educators across the nation gather to discuss ASCD’s federal policy priorities during the association’s Leadership Institute for Legislative Advocacy (LILA) in Washington, D.C. In 2014, ASCD’s legislative agenda included the following recommendations:

- **A WELL-ROUNDED EDUCATION** that provides all students with **COMPREHENSIVE** and **ENGAGING** opportunities.
- **IMPROVED** conditions for learning that provide students with a **SAFE** and **STRONG** foundation of **SUPPORT** that helps them **MAXIMIZE** their **POTENTIAL**.
- **MULTIMETRIC ACCOUNTABILITY** that ensures standardized test scores are not the sole measurement of **STUDENT ACHIEVEMENT**, educator effectiveness, or school quality.
- Developing **EDUCATOR EFFECTIVENESS** through proven preparation and **ONGOING PROFESSIONAL DEVELOPMENT**.

**THE WHOLE CHILD ON CAPITOL HILL**

ASCD and The Student Health Advocacy Coalition sponsored two Capitol Hill briefings to share information with **LAWMAKERS** and their staffs about the **NEW WHOLE SCHOOL, WHOLE COMMUNITY, WHOLE CHILD** (WSCC) model of coordinated school health developed jointly by ASCD and the Centers for Disease Control and Prevention (CDC). During the briefings, school health practitioners shared how health and physical education, student support services, family and community engagement, and a **POSITIVE SOCIAL AND EMOTIONAL** climate **INCREASE** academic **OUTCOMES**.

**ASCD HOSTS LEADERSHIP SUMMITS ON THE COMMON CORE**

In 2014, ASCD and its respective state affiliates hosted Common Core Leadership Summits in four states—Alabama, Connecticut, New Jersey, and Washington. Each summit convened nearly **300 EDUCATION LEADERS** from around the state for a series of sessions to **SUPPORT** district and **SCHOOL IMPLEMENTATION** of the new standards. The summits addressed **UPDATES** on the new, aligned state assessments; communication strategies; the instructional shifts in English language arts and math; **INTEGRATING** the Common Core standards across a school and district; and the use of technology.
CELEBRATING LEADERS AND ADVOCATES OF LEARNING

ASCIENT INTRODUCED THE

Whole Child Snapshots

Through the Whole Child approach, ASCD helps educators, families, community members, and policymakers move from a vision about educating the whole child to **SUSTAINABLE, COLLABORATIVE ACTION**. To understand how well we, as a nation, are supporting the whole child, ASCD’s policy team introduced the Whole Child Snapshots, a **50-STATE REVIEW** of how well each individual state is meeting the **COMPREHENSIVE NEEDS** of its children.

Aligned with the five tenets of ASCD’s Whole Child approach—**HEALTHY, SAFE, ENGAGED, SUPPORTED,** and **CHALLENGED**—each snapshot offers initial ideas for how families, educators, and communities can make **TARGETED** and **INNOVATIVE**

**IMPROVEMENTS** to support the whole child and help students become **PRODUCTIVE ADULTS** and engaged citizens. Based on these snapshots, ASCD’s policy team provided a checklist of **ACTION STEPS** for advocates to take.
SCD’s Emerging Leaders group consists of educators who help **ADVANCE ASCD’S POSITIONS** and **VALUES**, participate in shaping education **POLICY** and **ADVOCATING** for the whole child, and explore multiple ASCD **LEADERSHIP** pathways.

Here are a few facts about the Class of 2014 Emerging Leaders:

- The 2014 class features the unique perspectives of **18 TEACHERS** and **27 ADMINISTRATORS**.
- From California to Connecticut, these educators hail from **22 STATES** and represent a diverse **CROSS SECTION** of rural, urban, and suburban schools.
- Although the Emerging Leaders group averages just **11 YEARS** of experience, the educators are **TRAILBLAZERS** in their schools and districts.
## ASCD FINANCIAL RESULTS

**for Fiscal Year 2014**

(September 1, 2013 through August 31, 2014)

### REVENUE

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<tr>
<th>Category</th>
<th>Revenue</th>
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<td>Publications &amp; Products</td>
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<tr>
<td>Membership Dues &amp; Subscriptions</td>
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<td>Professional Development Institutes and Conferences</td>
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<td>Investment</td>
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<td>Annual Conference</td>
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<td>Advertising</td>
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<td>*Grants</td>
<td>$655,239</td>
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<tr>
<td>Other</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
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### EXPENSES

#### Program Services

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<td>Publications</td>
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<tr>
<td>Member Services</td>
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<td>Professional Development</td>
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<td>Constituent Services</td>
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<td>Design &amp; Production</td>
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<td>Annual Conference</td>
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<td>Public Policy</td>
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<td><strong>TOTAL PROGRAM SERVICES</strong></td>
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#### Support Services

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<td>Marketing</td>
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<tr>
<td>Customer Service Center</td>
<td>$2,507,949</td>
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<tr>
<td>Governance, Executive, and Communications</td>
<td>$1,814,758</td>
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<tr>
<td><strong>TOTAL SUPPORT SERVICES</strong></td>
<td><strong>$27,806,890</strong></td>
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**Operating Change in Net Assets**

**($3,236,881)**

*The total amount of the Gates grant awarded to ASCD for a three-year period beginning in FY11 is $3,024,695. Grant revenue and expense reflects the amount of the grant expended in FY14.*
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