The Four Inspiration Dance Troupe performs at the NAIS People of Color Conference in Boston in December 2007.
A year has passed, and we have much for which to be grateful. NAIS continues to thrive with President Pat Bassett at the helm. He and his hard-working, insightful staff continue to find ways to improve what we do and to bring added value to our membership. Advances in technological applications, sustainability initiatives, and our commitment to diversity top the list, but much, much more fill the daily schedule.

Thank you, Pat, and the staff at NAIS for making 2006-07 another year of progress.

As we appreciate the past, we also look to the future. A new strategic plan is in place, approved by the Board in June, 2007. We are now examining ways to achieve the goals and objectives outlined in the plan and look forward to working with our member schools and associations to make those ideas real.

The business of NAIS is, of necessity and design, broad and future facing. As I was recently reminded, the focus of a school is different. On Valentine’s Day (also my birthday) I received two dozen birthday cards from our kindergarten students. Pictures of cupcakes and candles were the order of the day, and most signed their names with “love.” I was touched that a teacher would take the time to send birthday greetings and that students would make the effort to draw colorful and imaginative pictures of good cheer.

Children form the core of our daily work: their hopes, attitudes, values and, yes, readiness for college and for life. The many other demands of budgeting, planning, development, curriculum revisions, legal challenges, marketing programs, alumni relations, and fundraising too often take us away from direct contact with our charges. We know, however, that these seemingly unrelated efforts will indeed enhance the lives of children.

At NAIS we will continue to provide you with the resources, ideas, tools, and support designed to make your jobs easier and to strengthen independent schools in America. We may seem to be far away from the daily business of schools, but we remain focused on our—and your—central task of building children’s futures.

Best wishes for a successful remainder of the school year!

Val T. Iwashita
Chairman, Board of Trustees
NAIS

The NAIS People of Color Conference showcased performances by the Nrityanjali-Bharatha Natyam Dancers of Boston.
As of February 20, 2007, the total membership for NAIS is 1,322. The total number of members and subscribers is 1,475. This total does not include the 40 international schools that are affiliated with NAIS through our NESA partnership. The average student enrollment at NAIS member schools is approximately 461.

The growth in our membership has been significant in recent years, from 1,092 members in 2002-03, to 1,136 in 2003-04, to 1,216 in 2004-05 to 1,278 in 2005-06 and to 1,322 as of today in 2007, representing a 21 percent increase over four years, inclusive of any attrition, which is very low.

We attribute the high growth and retention to the increased perception of value of membership in NAIS and the organization’s “Road Warrior” presence at state and regional association meetings.
Last year and this have been record years for NAIS in terms of membership, finance, publication sales, attendance at our conferences and workshops, and purchases of our products and services, so it’s safe to say the NAIS “brand” has growing value, and for that we are grateful. Our “hedgehog” is statistics, information and research, all of which we analyze to tease out challenges and opportunities of our segment of the education industry, so that effectively, we are the R&D (research and development) extension of your schools. Accordingly, my annual “state of the union” report will address those challenges and opportunities, focusing on trends, megatrends, and future trends deserving of our collective and individual attention.

In 1966, Italian director Sergio Leone released the third of his trilogy of “spaghetti westerns” starring Clint Eastwood and offering up a vivid metaphor for, and satire of, a world at war (Southeast Asia) and the violent, unpredictable, and hostile landscape the world was facing where villains prevailed, betrayals were common, and alliances were ephemeral and shifting. (Sort of like today’s world.) With a nod to Leone’s themes, I’ll attempt to categorize some challenges facing independent schools as “The Good,” “The Bad,” or “The Ugly.”

Trend #1
Challenges with Demand, Pricing, and Financial Sustainability

THE BAD
College tuition (pricing) in some ways is the canary in the mineshaft for independent schools, since it is the same 6 percent of the population ($150K plus incomes) that has the capacity to pay the full price for college that pays full price for independent schools. When Congress initiates hearings on escalating tuitions and threatens punishing colleges for excessive price increases, we know something is afoot in the hinterlands.

THE UGLY

We have never faced the “perfect storm” of all four danger trends that are now coalescing into place: 1.) a looming recession; 2.) a shrinking demographic in many if not most markets of school-age children of families with incomes that can afford our schools; 3.) a continuing trend of 5-6 percent average tuition increases even in the face of emergent “pushback” on tuition; 4.) a disappearance of the middle class, not only in the country but also in our schools.
THE GOOD

Boards are creating Financing Sustainable School Task Forces and utilizing NAIS’s workbook/rubric (Financing Sustainable Schools: Six Steps To Re-Engineering Your School’s Financial Future) to re-think the entire financial model for the future, including coming to terms with runaway inflation in costs and tuitions. For school leaders and boards, the book Affordability and Demand: Financial Sustainability for Independent Schools; and the pamphlet Reducing Tuition Reliance through Alternative Sources of Income; for parents and especially prospective parents: Penny Wise: Paying for Your Child’s Independent School Education.

Stay tuned as well for NAIS’s launch this spring of a new listserve for heads, business managers, advancement officers, and trustees. The Financing Sustainable Schools Listserve, managed by NAIS’s CFO Corey McIntyre will offer you what works and what doesn’t from the “wisdom of the crowd.”

Trend #2
Runaway Costs

THE BAD

I would say that we in the independent school world have been for the last two decades at least, like “the typical American”: We have redefined luxuries as necessities, spent too much, saved too little, and borrowed breathlessly against the future. Some of our borrowing to build and renovate seems, in retrospect, excessive, reminding me of the opening lines of Coleridge’s poem, Kubla Kahn:

In Xanadu did Kubla Khan
A stately pleasure-dome decree:
Where Alph, the sacred river, ran
Through caverns measureless to man
Down to a sunless sea.

(The pleasure dome is the new student rec center, the measureless cavern the new field house, and the sunless sea the new natatorium.)
We might be well-served now to remember President Eisenhower’s astute words in his “Farewell Address” and know that they apply to school finance as well as to democracy: “We cannot mortgage the material assets of our grandchildren without risking the loss also of their political and spiritual heritage. We want democracy (substitute “independent schools” here) to survive for all generations to come, not to become the insolvent phantom of tomorrow.” At least some of us are about to enter a period of belt-tightening and reassessment of what is really important to fund — and what’s not. NAIS will be encouraging schools to seek not to be the price leader but the value leader in their market. The wrong question at budget time is, “How much more can we charge?” The right question to ask is, “How can we offer excellence while moderating price increase?”

THE UGLY
The unintended consequence of skyrocketing tuitions is that we’re quickly losing the middle class and the upper middle class, who even with financial aid as a possibility increasingly see that we are the school equivalent of a Porsche, indisputably “best of breed” but so highly priced that it’s not even worth the time to go to the dealership to take a test drive. Truth be known, the middle class still has access to college, since 70-80 percent of college students are subsidized (only 20 percent on average in independent schools). Truth be known, families need $200,000 incomes to afford two kids full-pay in most of our schools, and that represents only the top 3 percent of family incomes in the US. So much for access for the middle-class, the average family of four earning around $50,000 per year.

THE GOOD
Many families once considered middle class have moved up—so: there’s a potential market of the newly affluent who can be wooed. Nonetheless, great schools do not want to be the school equivalent of the Porsche dealership with exclusively a rarefied economic clientele. Great schools have always had a base of middle class kids, and that base is important to the faculty, and that diversity is important to the school. In fact, it’s surprising how many of the leadership positions and awards in independent schools are garnered by middle class kids, fired by ambition and drive. We want admissions demand from a socioeconomic cross-section of the population to achieve our mission, so while our pricing policies are undermining that possibility, our financial aid policies at many schools are expanding to specifically address the woes of the middle class. In that vein, NAIS’s packaging of Comp*Assist as a

Award-winning journalist Simran Sethi advocates passionately for the environment at the NAIS Annual Conference.
free additional tool with SSS is important for schools to take advantage of, so make sure your admissions and financial aid officers are using the tool to customize your approach in awarding financial aid that reflects local conditions, especially those of the middle class. We are developing additional new tools for SSS and new features in the NAIS Demographic Center that will make your work easier to manage and the market easier to grasp.

Trend #3
Giving Under Pressure

THE BAD
Indicators from the university community (Council for Aid to Education as reported on Feb. 20, 2008, in Inside Higher Ed) show college alumni giving down this year, and the percentage of alumni making a donation fell to 11.7 percent, from 11.9 percent. This is the second straight decline, since the college alumni giving rate was 12.4 percent in 2005.

THE UGLY
We’re seeing a loss of control of your image and message via the new tools of the social networks: Charity Navigator, FaceBook, Wikipedia, even RateYourTeachers.com, all of them issuing what’s called “digital dirt” on schools.

THE GOOD
While participation rates are down (for alums and grandparents) or flat (for parents and trustees), average giving adjusted for inflation is up significantly over time:

Core Sample Trends for Giving to Independent Schools
(in Inflation-Adjusted Dollars)

<table>
<thead>
<tr>
<th>Constituency</th>
<th>10 years ago</th>
<th>5 years ago</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$337 (20.6%)</td>
<td>$323 (20.6%)</td>
<td>$391 (16.6%)</td>
</tr>
<tr>
<td>Parents</td>
<td>$785 (64.4%)</td>
<td>$1,024 (63.6%)</td>
<td>$1,327 (63.7%)</td>
</tr>
<tr>
<td>Trustees</td>
<td>$3,498 (91.4%)</td>
<td>$5,695 (94.4%)</td>
<td>$6,405 (95.3%)</td>
</tr>
<tr>
<td>Grandparents</td>
<td>N/A</td>
<td>$648 (17.6%)</td>
<td>$697 (14.0%)</td>
</tr>
</tbody>
</table>

This good news on increased levels of giving is likely attributable to a combination of a richer clientele receptive to a stronger message and better cultivation from our schools. The better news is that there is a beneficent side the Web 2.0 future of online school community presence via FaceBook, YouTube, and other digital networks, giving us many more opportunities and tools to communicate

According to innovation guru Sir Ken Robinson, “When people say to me ‘I’m not creative,’ I don’t believe them.”
with and stay connected to our constituents, especially our young ones. And NAIS survey tools forthcoming from the online NAIS Independent School Survey Builder will permit more sophisticated means to take the pulse of the community, leveraging where you have high satisfaction and understanding where you have problems needing attention and amelioration.

**Trend #4**
**The War for Talent**

**THE BAD:** The talent from the Boomer class is about to retire, leaving a huge void in our schools. Back in the late 60s and early 70s, that teaching force, largely female, came from the top of the class, and often from elite colleges and universities, since women had few other choices. Now, sadly, many of those entering the teacher pool come from the bottom of the class, from non-selective colleges and universities.

**THE UGLY:** It’s become newsworthy to observe that the Millennials we are hiring are hard to manage, expecting immediate rewards and gratification from the workplace, anticipating their next job after just landing their current job, showing little patience with workplace conventions, as perfectly captured in a quotation from a Millennial reported in a recent *Harvard Business Review* article: “What IS it with you people and 8:30 am?” The greatest horror is for the parents of Millennials as their children move back home.
THE GOOD: Many of the 20-something Millennials are exactly the kind of young people we need to hire. Lots of the most gifted, inventive, and idealistic from the top of their class in America’s most prestigious colleges and universities apply for Teach for America: Those who aren’t placed in inner city and rural public schools could fill all NAIS independent school vacancies three times over. Furthermore, lots of Millennials in the field now and their brothers and sisters in our schools are budding capitalists and future social entrepreneurs who are determined to change the world, manifesting the inspiration and inventiveness we seek: (Free Rice; Orphans Against AIDS, and Unite for Sight are three examples of social entrepreneurship that our schools could replicate in new forms and for other purposes, for the common global good). The good news on the recruitment front is that independent schools will continue to be attractive to smart, idealistic, entrepreneurial young people—if we get smart on how to recruit them. And NAIS is continuing to provide resources to attract these young people to our Career Center (via career center mailings to the top colleges and universities and ads in Education Week and on the New York Times online Job Board) and through that window, to your school.

THE BAD: The growing nativist and isolationist sentiment, that if only the government did something (fill in the blank), we wouldn’t need to worry about all of our jobs being taken by immigrants or exported to China, India, and Pakistan, and hence, wouldn’t have to add “one more thing to teach our kids.”

THE UGLY: The growing size of our carbon footprint as individual organizations and as an industry: We can’t lead the charge to environmental change until we model the change.

THE GOOD: To paraphrase Kwame Anthony Appiah, one of our Global Education Summit speakers and author of Cosmopolitanism, we are seeing an emergent agreement on what it means to be a citizen of the world, a compassionate realpolitik or cosmopolitanism, where we recognize the world’s total inter-connectivity and the impact we have on others, and take responsibility accordingly. Our schools and NAIS are contributing to this trend, not the least of which is NAIS’s Challenge 20/20, which has grown to 450 partner schools world-wide, addressing global and environmental challenges in extraordinary ways. We are adding our students to the list of Millennial social entrepreneurs, such as the team of 8th graders from Fay School (MA) and their 9th grade counterparts from South Saigon International School (Vietnam), who as part of NAIS’s Challenge 20/20 program have created Foveo, high end chocolate and bottled water, whose proceeds will go to disaster relief around the world.

And we celebrate the social entrepreneurs at all levels in our schools leading the environmental revolution, by building green (LEED-certified building — www.usgbc.org),

Trend #5
Global & Environmental Sustainability Gaining Traction

THE BAD: The growing nativist and isolationist sentiment, that if only the government did something (fill in the blank), we wouldn’t need to worry about all of our
by teaching green (www.NAIS.org/go/sustainability), and by living green
(www.greenschoolsalliance.org).

The Good, The Bad, and The Ugly. Hasn’t it always been so? Doesn’t it seem that the Bad and Ugly outweigh the Good? No. Don’t take the first train out of Dodge. NAIS is proud to represent great schools, America’s best. We remember from Jim Collins speaking to us that we must face the “brutal facts” (the combination of the bad and ugly). But never doubt that brutal facts are more than counterbalanced by our “unshakeable beliefs.” The historical record of independent schools show that we prevail even in dire circumstances, as well as or better than other institutions, since we have the freedom and capacity to sacrifice, to improvise, and to change course. I have no doubt that you will, and that NAIS will, be a reliable and trusted partner to accompany you on that journey.

Former Sierra Leonean child soldier Ismael Beah says forgiveness goes with healing.
It is a pleasure as well as a privilege to give you the financial overview of your association for the past year.

NAIS has completed another dynamic and productive year in terms of programs and initiatives, and the numbers reflect that success. The Finance Committee of the Board and the staff have worked together to ensure that the NAIS resources are both well managed and well used. Most importantly, we have continued to strive to keep association membership affordable and services accessible to member schools.

The continued success of our initiatives and technological innovations over the past few years resulted in an operating surplus at the end of fiscal year 06-07. Total revenues exceeded expenses by $2,571,000. Net conference and workshop income, SSS revenues, and income and gains from investments increased by $926,000 over last year. Our technological innovations continued to lower costs. Total expenses were actually lower than last year by $165,000, a milestone achievement for your organization. A shrinking percentage of budget income, less than 34 percent of total NAIS revenue, derives from member dues. The balance of annual operating revenues is generated by conferences, workshops, products, and services.

NAIS continued to increase its investments in technologies and support of our existing products and services. This past year, NAIS developed the Demographic Center and the Independent School Survey Builder. During 2006 and 2007 the NAIS community across the country came together over several months to implement the new strategy-making plan, Vision 2007. NAIS continued its commitments to programs such as Challenge 20/20, Assessment of Inclusivity and Multiculturalism (AIM), sustainability workshops, global and environmental initiatives, trustee services, teacher recruitment and improvements to StatsOnline. For the coming year, we will expand and improve our online services and embrace the social networking and open-source culture in decision making of Web 2.0 that will help our members connect and share ideas about schools of the future.

NAIS ownership of the School and Student Services for Financial Aid (SSS) continues to provide the organization with significant funding. In our third year for SSS Online, we improved our online capabilities and continued to exceed our goal of percent of applications being submitted electronically, approaching 60%.
The Finance Committee and the staff are pleased with the current results and see this as confirmation of an association committed to innovation, initiative, and a high level of service to its membership. If interested, anyone can go to the NAIS website (www.nais.org) to see the details of our financial position from the audited financial report.

Among other accomplishments in 2006-2007, our budget provided for the following programs and services:

- Implementation of the Demographic Center and the beta testing of the Survey Builder.
- Improvements of our web-based application to process SSS applications online and the addition of CompAssist to the SSS package with no charge to schools.
- Introduction of e-commerce, administrative functions, and user interaction systems for the NAIS website.
- Continued focus on teacher recruitment and retention.
- Continued improvement of the StatsOnline system to make it more user-friendly.
- Continued success growing our membership by stronger outreach.
- Continued excellence of NAIS publications, especially the award-winning magazine.
- Experimentation with internal operations tools and programs, creating greater transparency, and accountability within the organization.

I hope this snapshot of recent results and accomplishments gives you some insight into the many ways NAIS has worked hard to return value to the membership and to provide educational leadership nationally and globally. Again, thanks and congratulations go to Pat Bassett and the entire NAIS staff for its leadership and stewardship. I also want to thank my colleagues on the Finance Committee for their wisdom and counsel.
For the years ended June 30, 2006 and 2005

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
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<td>$4,571,735</td>
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<td>Accounts receivable</td>
<td>153,195</td>
<td>71,685</td>
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<td>Publications inventory, net of allowance of $96,958 in 2007 and $70,784 in 2006</td>
<td>198,992</td>
<td>140,597</td>
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<td>Prepaid, deposits, and other assets</td>
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<td>481,524</td>
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<td>TOTAL CURRENT ASSETS</td>
<td>$7,435,847</td>
<td>$5,265,541</td>
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<td>FURNITURE, EQUIPMENT, AND SOFTWARE, NET</td>
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<td>1,432,198</td>
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<td>OTHER ASSETS:</td>
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<tr>
<td>Investments</td>
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<td>$5,265,876</td>
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<tr>
<td>Investments related to deferred compensation</td>
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<td>TOTAL OTHER ASSETS</td>
<td>$6,046,328</td>
<td>$5,382,581</td>
</tr>
<tr>
<td>TOTAL ASSET</td>
<td>$14,717,800</td>
<td>$12,080,320</td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS |            |            |
| CURRENT LIABILITIES: |          |            |
| Accounts payable and accrued expenses | $1,541,853 | $1,377,752 |
| Deferred revenue | 940,830 | 1,100,982 |
| TOTAL CURRENT LIABILITIES | $2,482,683 | $2,478,734 |
| OTHER LIABILITIES: |          |            |
| Deferred compensation | $213,489 | $136,705 |
| Deferred rent benefits | 411,142 | 425,684 |
| TOTAL OTHER LIABILITIES | $624,631 | $562,389 |
| TOTAL LIABILITIES | $3,107,314 | $3,041,123 |
| NET ASSETS: |          |            |
| Unrestricted: |          |            |
| Undesignated | $5,655,981 | $3,427,594 |
| Board designated | 5,879,505 | 5,461,148 |
| TOTAL unrestricted | $11,535,486 | $8,888,742 |
| Temporarily restricted | 75,000 | 150,455 |
| TOTAL NET ASSETS | $11,610,486 | $9,039,197 |
| TOTAL LIABILITIES AND NET ASSETS | $14,717,800 | $12,080,320 |
For the years ended June 30, 2006 and 2005

<table>
<thead>
<tr>
<th>REVENUE AND SUPPORT:</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues and subscriptions</td>
<td>$6,057,699</td>
<td>-</td>
<td>$6,057,699</td>
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<tr>
<td>Financial aid services</td>
<td>5,053,992</td>
<td>-</td>
<td>5,053,992</td>
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<tr>
<td>Publications</td>
<td>704,489</td>
<td>-</td>
<td>704,489</td>
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<tr>
<td>Conferences and workshops</td>
<td>3,664,206</td>
<td>-</td>
<td>3,664,206</td>
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<tr>
<td>Foundation and corporate support</td>
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<td>70,000</td>
<td>1,566,452</td>
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<tr>
<td>Investment income</td>
<td>997,438</td>
<td>-</td>
<td>997,438</td>
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<tr>
<td>Other revenues</td>
<td>81,972</td>
<td>-</td>
<td>81,972</td>
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<tr>
<td><strong>Total revenue and support</strong></td>
<td>$18,201,703</td>
<td>$(75,455)</td>
<td>$18,126,248</td>
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</table>

<table>
<thead>
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<th>EXPENSES:</th>
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<th>Temporarily Restricted</th>
<th>Total</th>
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<tr>
<td>Program expenses</td>
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<td>-</td>
<td>$13,959,326</td>
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<tr>
<td>Supporting Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>$1,264,807</td>
<td>-</td>
<td>$1,264,807</td>
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<tr>
<td>Fundraising</td>
<td>43,997</td>
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<td>Member development</td>
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<td><strong>Total supporting services</strong></td>
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<td>-</td>
<td>$1,595,633</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td>$15,554,959</td>
<td>-</td>
<td>$15,554,959</td>
</tr>
</tbody>
</table>

| CHANGE IN NET ASSETS                  | $2,646,744   | $(75,455)              | $2,571,289|

| NET ASSETS, BEGINNING OF YEAR         | 8,888,742    | 150,455                | 9,039,197 |
| NET ASSETS, END OF YEAR               | $11,535,486  | $75,000                | $11,610,486|
### 2006

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
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<td>$-</td>
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<tr>
<td>Other revenues</td>
<td>$81,972</td>
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<td>$81,972</td>
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<tr>
<td>Net assets released from restrictions</td>
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<td>$(145,455)</td>
<td>$125,836</td>
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<td><strong>TOTAL REVENUE AND SUPPORT</strong></td>
<td><strong>$18,201,703</strong></td>
<td><strong>$(75,455)</strong></td>
<td><strong>$18,126,248</strong></td>
</tr>
<tr>
<td></td>
<td>$13,959,326</td>
<td>$-</td>
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<td>Member development</td>
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<td>$286,829</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$15,554,959</strong></td>
<td>$-</td>
<td><strong>$15,554,959</strong></td>
</tr>
<tr>
<td></td>
<td><strong>$2,646,744</strong></td>
<td>$(75,455)</td>
<td><strong>$2,571,289</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS, BEGINNING OF YEAR</strong></td>
<td><strong>$8,888,742</strong></td>
<td><strong>150,455</strong></td>
<td><strong>$9,039,197</strong></td>
</tr>
<tr>
<td></td>
<td><strong>$11,535,486</strong></td>
<td>$75,000</td>
<td><strong>$11,610,486</strong></td>
</tr>
</tbody>
</table>
For the years ended June 30, 2006 and 2005

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$2,571,289</td>
<td>$1,090,013</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>591,265</td>
<td>580,770</td>
</tr>
<tr>
<td>Loss on disposal of furniture and equipment</td>
<td>-</td>
<td>3,888</td>
</tr>
<tr>
<td>Unrealized gains on investments</td>
<td>(361,280)</td>
<td>(142,957)</td>
</tr>
<tr>
<td><strong>NET CASH PROVIDED BY OPERATING ACTIVITIES</strong></td>
<td>$2,509,354</td>
<td>$1,750,110</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases of furniture, equipment, and software</td>
<td>$(394,692)</td>
<td>$(350,757)</td>
</tr>
<tr>
<td>Proceeds from sale of furniture, equipment, and software</td>
<td>-</td>
<td>1,633</td>
</tr>
<tr>
<td>Reinvested income from investments</td>
<td>(225,683)</td>
<td>(886,522)</td>
</tr>
<tr>
<td><strong>NET CASH USED IN INVESTING ACTIVITIES</strong></td>
<td>$(620,375)</td>
<td>$(1,235,646)</td>
</tr>
<tr>
<td><strong>NET INCREASE IN CASH AND CASH EQUIVALENTS</strong></td>
<td>$1,888,979</td>
<td>$514,464</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</strong></td>
<td>4,571,735</td>
<td>4,057,271</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS, END OF YEAR</strong></td>
<td>$6,460,714</td>
<td>$4,571,735</td>
</tr>
</tbody>
</table>
This list reflects staff as of June 2008. For the most up-to-date staff list, please go to www.nais.org.

**Communications Team**
Crystal Gay, Director of Information Resources
Edward Hoyt, Editor of Publications
Myra McGovern, Director of Public Information
Nancy Raley, Vice President, Communications
Kitty Thuermer, Director of Publications

**Finance and Administration Team**
Janyce Bryant, Director of Administration and Facilities
Netty Ford, Accounts Receivable Manager
Francois Innocent, Comptroller
Corey McIntyre, Chief Financial Officer

**Government and Community Relations Team**
Jefferson Burnett, Vice President, Government and Community Relations
Amy Sechler, Director of Legislative Affairs
Debra Wilson, Legal Counsel

**Information Technology and Online Services**
Martha Galindo, Senior Statistician
Cameron Johnson, Web Director
Michelle Lyde, Database Manager
George Mendel, Senior Network/Systems & Telecommunications Engineer
Theresa Porco, Database Integrator/IT Project Manager
John Rodrigues, Vice President for Information Technology
Monique Rush, Director, StatsOnline

**Leadership Education and Diversity Team**
Gene Batiste, Vice President, Leadership Education and Diversity
John Hawkins, Director of Conference & Meeting Logistics
Jay Rapp, Director of Programs, Equity and Justice Initiatives
Tina Wood, Director of Team Administration & Institute Logistics

**Marketing Team**
Scott Reisfield, Vice President for Marketing
Shannon Spaeder, Director of Marketing

**Member Relations Team**
Amy Ahart, Director of Annual Conference
Satira Bushell, Program Associate
Vivian Dandridge-Charles, Managing Director of Member Services
Heather Hoerle, Vice President, Member Relations
Michael Rease, Manager of Corporate Relations
Floyd Smith, Member Services Associate

**President’s Office**
Patrick Bassett, President
Darlene Dove - Executive Assistant to the President and Board Administrator
Paul Miller, Director of Global Initiatives
Ioana Suciu, Associate Director of Global Initiatives

**School Information Services Team**
Mark Mitchell, Vice President School Information Services
Melvin Rhoden, Sales Manager, SSS Products
Leslie Vorndran, Associate Director Financial Aid Services

**Strategic Initiatives and Research Team**
Susan Booth, Director of Products and Services Development
Donna Orem, Chief Operating Officer
Amada Torres, Director of Academic Research
Val T. Iwashita  
Headmaster  
Iolani School  
Honolulu HI  
Chair  
Term: 03/01/1998 to 03/01/2009

Marcia Prewitt Spiller  
Head of School  
The Children’s School  
Atlanta GA  
Vice Chair  
Term: 03/01/2003 to 03/01/2009

Jacqueline Y. Pelzer  
Executive Director  
Early Steps Incorporated  
New York NY  
Secretary  
Term: 03/01/2002 to 03/01/2009

Agnes C. Underwood  
Managing Associate for  
Executive Search  
Carney, Sandoe & Associates  
Cornwall VT  
Treasurer  
Term: 03/01/2003 to 03/01/2009

David Chojnacki  
Executive Director  
Near East South Asia Council of  
Overseas Schools  
Athens  
Term: 03/01/2005 to 03/01/2008

John E. Creeden  
Head of School  
Providence Day School  
Charlotte NC  
Term: 03/01/2005 to 03/01/2008

Sarah Daignault  
Executive Director  
National Business Officers  
Association  
Boulder CO  
Term: 03/01/2002 to 02/28/2008

Jayasri Ghosh  
Educational Consultant  
Tacoma WA  
Term: 03/01/2006 to 03/01/2009

Edwin P. Gordon  
Principal of Lower School  
The Walker School  
Marietta GA  
Term: 03/01/2006 to 03/01/2009

Richard P. Hall  
Washington DC  
Term: 03/01/2004 to 03/01/2010

Jerrold I. Katz  
Head  
The Park School  
Brookline MA  
Term: 03/01/2007 to 03/01/2010

Kristi A. Kerins  
Head of School, The Phillips  
Brooks School  
Menlo Park CA  
Term: 03/01/2002 to 03/01/2009

Henry L. Kotkins Jr.  
Trustee, Lakeside School (WA)  
Skyway Luggage Company  
Seattle WA  
Term: 03/01/2003 to 03/01/2009

Meg Milne Moulton  
Executive Director  
The National Coalition of  
Girls’ Schools  
Concord MA  
Term: 03/01/2003 to 03/01/2009

William New  
Trustee  
The Putney School  
Woodside CA  
Term: 03/01/2004 to 03/01/2010

Doreen S. Oleson  
Head of School  
Saint Mark’s School  
Altadena CA  
Term: 03/01/2004 to 03/01/2010

Lou Salza  
Head of School  
Lawrence School  
Broadview Heights OH  
Term: 03/01/2004 to 03/01/2010

Bruce B. Stewart  
Head of School  
Sidwell Friends School  
Washington DC  
Term: 03/01/2005 to 03/01/2008

Peter B. Tacy  
NAIS Board Member  
Mystic CT  
Term: 03/01/2002 to 02/28/2008

Jeffery Wack  
President  
JTWack And Company, LLC  
North Haven CT  
Term: 03/01/2005 to 03/01/2008
ADVISORY TASK FORCES, FY 2006-2007

This list of advisory task forces is as of June 2006. For an up-to-date list of task forces, please visit www.nais.org.

Independent School Magazine Editorial Board
Dulany Bennett, Oregon Episcopal School, OR, Chair
Elizabeth Griffith, The Madeira School, VA
Sidney Bridges, Brooklyn Friends School, NY
Ned Smith, St. Paul Academy and Summit School, MN

NAIS Legal Assistance Advisory Panel
George Boggs, Dickstein Shapiro, Morin & Oshinsky, Washington, DC
John Liekweg, United States Catholic Conference, Washington, DC
Meg Milne Moulton, Executive Director, National Coalition of Girls’ Schools, Concord, MA
Fran N. Scoble, Head of School, Westridge School, Pasadena, CA
Sandra Theunick, Head of School, The Seven Hills School, Cincinnati, OH

Financial Aid Services Task Force
Eileen Powers, Campbell Hall, CA, Chair
Nancy Bennett, Albuquerque Academy, NM
Nancy Cleary, The Loomis Chaffee School, CT
David Erdmann, Rollins College, FL
Grant L. Jacks, The Odyssey School, MD
Dallas Joseph, Baylor School, TN
Drew Miller, The Cranbrook Schools, MI
Mark J. Mitchell, NAIS Liaison
Marjory Nelcoski, Educational Testing Services Liaison
Melvin Rhoden, Sales Manager, SSS Products and Services
Christopher Tompkins, Mercersburg Academy, PA
Leslie Vorndran, NAIS Liaison
Jacqueline Wilson, London School, MD

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Laptop Schools
Laurie Matthews
Manhattan Placements
MBS Direct, LLC
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SLM Financial Corporation (A Sallie Mae Co.)
Sodexho
Southwestern Association of Episcopal Schools
StrateGenius.org
Texas Ranger Baseball Club
What is NAIS?

THE NATIONAL ASSOCIATION OF INDEPENDENT SCHOOLS

• serves as the national voice of independent education;
• promotes high standards of educational quality and ethical behavior;
• advocates principles of equity and justice and affirms accessible and affordable independent schools; and
• develops products, services, and targeted information to strengthen independent school governance, teaching and learning, and operations.

NAIS Members

More than 1,400 independent schools make up NAIS’s membership. They include the following: single-sex and co-educational; elementary, middle, and high school level; day and boarding; rural and urban; and traditional and progressive schools. NAIS member schools range in enrollment size from fewer than 30 to more than 5,700 students. As a community, NAIS member schools serve 487,618 students and employ 51,295 teachers.

Independent Schools

Independent schools are “independent” because they have distinct missions; are primarily supported by tuition payments, charitable contributions, and endowment revenue; meet high accreditation standards; and are held accountable by independent boards of trustees.