

# Council of the Great City Schools

2006 - 2007  
Annual Report







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# Message from the Chair



June 30, 2007

I am particularly proud to have served as Chair of the Council of the Great City Schools during the last six months of the organization's 50<sup>th</sup> Year Anniversary. And what a year it was.

The influence and reputation of our organization continues to grow. Our reports continue to demonstrate that student achievement is improving. We have broken new ground in benchmarking our business services. We continued our award-winning Public Service Announcements. We retooled and revitalized our work on English language learner issues. We formulated our recommendations for the reauthorization of *No Child Left Behind*. We collected new data on highly qualified teachers in our districts. And we continued to offer first-rate technical assistance to the membership.

The Council is to be commended for providing the kind of guidance that it does to help us boost student performance. This assistance is sometimes hard-hitting and controversial, and might ruffle a few feathers along the way. But, sometimes we need to be hard on ourselves if we want to change and grow. This process will bring us closer to our goals of helping every student achieve. And we know that accomplishing our goals will improve the nation's confidence in our urban public schools.

We face myriad challenges as urban school districts, and the Council is essential to helping us articulate and address them. I am pleased with our strong advocacy on Capitol Hill, in the courts, and in the court of public opinion. Through our legislative work, our communications campaign, our research, and our technical assistance, we are able to work together to strengthen our institutions to better meet the needs of our students.

I would like to thank the Council's staff, who worked tirelessly this past year to further the cause of urban education and to help us grow in influence and impact as an organization. I would also like to thank our member districts for their support. Just as each student brings special strengths to the classroom, so too does each city bring strengths to the organization. Finally, I thank the Nashville staff and my colleagues on the Nashville school board for their wonderful support of me this year.

Our role as urban educators is special, and our coalition is unique among education groups. I am proud to be a member and to have chaired an organization that is so committed to improving student achievement; strengthening our leadership, governance, and operations; and enhancing the public's confidence in what we do. Thank you.

George H. Thompson III  
Chair of the Board

# Message from the Director



June 30, 2007

I am pleased to present this annual report to the membership on the activities of the Council of the Great City Schools during the organization's 2006-2007 program year.

This was a very special year for the Council. We celebrated our 50<sup>th</sup> Anniversary and marked the occasion at a particularly well-done Annual Fall Conference in San Diego. We also commissioned a history of the organization and celebrated the vision of the Council's original dozen members. Their commitment to urban education and the children we serve continues to pay dividends as we work to address the many challenges we face. Finally, I entered my 30<sup>th</sup> year at the Council, an organization to which I am deeply committed.

Along the way this year, the Council put the finishing touches on its recommendations for reauthorizing the controversial *No Child Left Behind* Act. We published new *Beating the Odds* data showing continued progress in raising student achievement. The Council also released a first of its kind study, called *Managing for Results*, that benchmarked our non-instructional operations. We published new reports with ACT, and overhauled our web site. We continued our Public Service Announcements that have now been viewed some 270 million times since 2004. And we held our first extended conference on bilingual education issues.

We also conducted almost two dozen Strategic Support Teams, providing technical assistance to our members in both instructional and non-instructional areas. We initiated a new Urban Research Fellowship program that has enormous potential for helping us solve some of our most difficult secondary school reform problems. And we have collected fresh data on the challenges we face in recruiting and retaining highly qualified teachers.

Our most important work, however, has involved the Council's growing ability to meld its many parts into a more cohesive organization designed to improve urban student achievement nationwide. The repositioning puts us in a unique place among national education associations that we hope will help spur our overall performance.

I thank George H. Thompson III, school board member from Nashville. His leadership and commitment as council chair this year helped guide the organization through one of our best years. Finally, I thank the Council staff, whose intelligence, commitment, energy, and endurance continue to inspire me. Thank you.

Michael Casserly  
Executive Director







# About the Council

The Council of the Great City Schools brings together the nation's largest urban public school systems in a coalition dedicated to the improvement of education for children in the inner cities. The Council and its member school districts work to help our schoolchildren meet the highest standards and become successful and productive members of society.

The Council keeps the nation's lawmakers, the media and the public informed about the progress and problems in big-city schools. The organization does this through legislation, public advocacy, research, and technical assistance.

The organization also helps to build capacity in urban education with programs to boost academic performance and narrow achievement gaps; improve professional development; enhance the opportunity to learn; and strengthen leadership, governance, and management.

The Council of the Great City Schools accomplishes its mission by connecting urban school district personnel from coast to coast who work under similar conditions. Staff with responsibilities for curricula, research and testing, finance, operations, personnel, technology, legislation, communications and other areas confer regularly under the Council's auspices to share concerns and solutions and discuss what works in boosting achievement and managing operations.

In addition, joint efforts with other national organizations, corporations, and government policymakers extend the Council's influence and effectiveness outside member school districts to the larger, interdependent world that will ultimately benefit from the contributions of today's urban students.

Since the organization's founding in 1956, geographic, ethnic, language, and cultural diversity has typified the Council's membership. That diversity propels the coalition forward to see that all citizens receive an education that will equip them with the skills and knowledge to compete successfully in the world marketplace and to enhance the quality of their lives in a society changing with phenomenal speed. The well-spring of accomplishments and innovations rising from our inner cities testifies to the resounding benefits of investment in the nation's urban centers and in their public schools.



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Journalist Bill Moyers discusses how America has neglected urban education during his keynote speech at the Annual Fall Conference.

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Actress Sonia Manzano receives a gift from the Council leadership, left to right, Secretary-Treasurer William Isler, Executive Director Michael Casserly, Chair-elect Carol Comeau and Chair George H. Thompson III, at the Annual Fall Conference.

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U.S. Secretary of Education Margaret Spellings shares her views on the upcoming reauthorization of the *No Child Left Behind* Act at the Council Legislative/Policy Conference.

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### OUR VISION

Urban public schools exist to teach students to the highest standards of educational excellence. As the primary American institution responsible for weaving the strands of our society into a cohesive fabric, we — the leaders of America's Great City Schools — see a future where the nation cares for all children, expects their best, appreciates their diversity, invests in their futures, and welcomes their participation in the American dream.

The Great City Schools are places where this vision becomes tangible and those ideals are put to the test. We will keep our commitments, and as we do and as society supports our endeavors, cities will become the centers of a strong and equitable nation, with urban public schools successfully teaching our children and building our communities.

### OUR MISSION

It is the special mission of America's urban public schools to educate the nation's most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community.

### OUR GOALS

- To educate all urban school students to the highest academic standards.
- To lead, govern and manage our urban public schools in ways that advance the education of our children and inspire the public's confidence.
- To build a confident, committed and supportive urban community for raising the achievement of urban public school children.



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Jackson Superintendent Earl Watkins discusses the district's customer service program at a session at the Annual Fall Conference.

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St. Paul board member Anne Carroll, left, listens as St. Paul Superintendent Meria Carstarphen makes a point at a session at the Annual Fall Conference.

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Houston board president Diana Davila shares information at a session at the Annual Fall Conference.

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Oakland school board member Gary Yee discusses his views at the Council Legislative/Policy Conference.

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# Organizational Structure

School districts located in cities with populations over 250,000 and student enrollments over 35,000 are eligible for membership in the Council of the Great City Schools. Membership is also open to those districts serving a state's largest city, regardless of size.

The **Board of Directors** is composed of the Superintendent and one Board of Education member from each member district, making the Council the only national educational organization so constituted and the only one whose purpose and membership is solely urban. The Board meets twice a year to determine and adopt policies. It elects a 24-member Executive Committee, which exercises governing authority when the Board is not in session.

The Board of Directors established five special task forces in 1998 and 1999 to address major issues facing the membership. Created were a **School Finance Task Force** to explore ways to challenge urban school funding inequities around the nation and a **Bilingual, Immigrant and Refugee Education Task Force** to focus on issues around the education of English language learners.

A **Task Force on Achievement Gaps** was established to eliminate gaps in the academic achievement of students by race. A **Task Force on Leadership and Governance** addresses the increasing concern about issues surrounding urban school leadership and management; and a **Task Force on Professional Development** explores ways to give teachers and administrators the latest tools and techniques to improve student achievement.

**Three Subcommittees of the Executive Committee** provide support in financial and organizational areas:

**By-Laws:** Defines the Council's mission, responsibilities, and composition within the framework of applicable laws and regulations.

**Audit:** Reviews and studies budgetary matters and ensures that revenues are properly managed.

**Membership:** Determines eligible cities for membership and recruits, screens, and recommends new members.

In addition to these governing bodies, a network of deans of the **Great City Colleges of Education** and staff liaisons from various school district departments encourages information exchange with counterparts in other cities. Common concerns in areas such as student achievement, public relations, technology, human resources, finance, research, legislation, special education, and curriculum connect urban education personnel from member cities to share the ideas and experiences of the larger group.





# Characteristics of the Great City Schools

<input type="checkbox"/>	<b>Total Student Enrollment.....</b>	<b>7.4 million</b>
	<b>African American.....</b>	<b>35%</b>
	<b>Hispanic .....</b>	<b>32%</b>
	<b>White.....</b>	<b>24%</b>
	<b>Asian/Pacific Islander.....</b>	<b>6%</b>
	<b>Alaskan/Native American.....</b>	<b>1%</b>
<input type="checkbox"/>	<b>Free/Reduced Price Lunch Eligibility.....</b>	<b>61%</b>
<input type="checkbox"/>	<b>English Language Learners.....</b>	<b>14%</b>
<input type="checkbox"/>	<b>Students With Individualized Education Programs (IEP's).....</b>	<b>11%</b>
<input type="checkbox"/>	<b>Number of Languages Spoken.....</b>	<b>200</b>
<input type="checkbox"/>	<b>Total Number of Teachers.....</b>	<b>347,109</b>
<input type="checkbox"/>	<b>Average Expenditures Per Student.....</b>	<b>\$9,137</b>
<input type="checkbox"/>	<b>Student-Teacher Ratio.....</b>	<b>20</b>
<input type="checkbox"/>	<b>Number of Schools.....</b>	<b>11,419</b>

Source: National Center for Education Statistics

## Conferences

### **Public Relations Executives Meeting**

July 7-9, 2006 • Chicago, IL

### **Curriculum Directors & Research Leaders Joint Meeting**

July 12-15, 2006 • Louisville, KY

### **Executive Committee Meeting**

July 21-22, 2006 • New York, NY

### **Annual Fall Conference**

October 25-29, 2006 • San Diego, CA

### **Chief Financial Officers Conference**

November 14-18, 2006 • Long Beach, CA

### **Executive Committee Meeting**

January 12-13, 2007 • Los Angeles, CA

### **Legislative Directors Meeting**

January 24-27, 2007 • Long Beach, CA

### **HRD/Personnel Directors Meeting**

February 28-March 3, 2007 • Orlando, FL

### **Legislative/Policy Conference**

March 17-20, 2007 • Washington, DC

### **Chief Operating Officers Conference**

April 18-21, 2007 • Atlanta, GA

### **Bilingual Directors Meeting**

May 10-12, 2007 • Miami, FL

### **Management Information Systems and E-Rate Symposium**

June 5-9, 2007 • Albuquerque, NM

# Annual Fall Conference

Urban school leaders from around the nation converged in sunny San Diego, October 25-29, to commemorate the 50<sup>th</sup> anniversary of the Council.

Under the banner “Riding the Wave of Educational Excellence,” more than 850 big-city school superintendents, board members, senior administrators, and deans of colleges of education attended the Council’s 50<sup>th</sup> Annual Fall Conference, hosted by the San Diego Unified School District.

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Memphis Superintendent Carol Johnson, Nashville school board member George H. Thompson III and Denver school board president Theresa Pena discuss the future of urban education at the Council’s Town Hall Meeting.

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While reflecting on 50 years of service to urban education, the Council took the opportunity to look ahead by featuring a 90-minute national town hall meeting on the future of urban education.

Moderated by veteran journalist Bill Moyers, the panel consisted of two superintendents, two board members, a college dean and a congresswoman.

Moyers also gave a thought-provoking keynote address in which the award-winning television commentator said that the neglect of urban education is a symptom of what is happening in America.

Freeman Hrabowski, president of the University of Maryland-Baltimore County, said the fundamental task of educators, from a kindergarten teacher to a college president, is to help children develop the values and skills they need to reach their dreams. He also urged educators to believe that all children can succeed,



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College president Freeman Hrabowski addresses urban educators at conference.

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no matter their race or economic status.

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Actress Sonia Manzano stresses the importance of early childhood education.

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Also addressing the conference was Sonia Manzano, an actress on the children’s television show *Sesame Street*, who discussed the importance of early childhood education.

The nation’s big city leaders and deans of colleges of education attended numerous breakout sessions, focused on issues such as closing the achievement gap, recruiting and retaining quality teachers, improving student achievement in reading and math and creating college-ready urban students.



# Legislative/Policy Conference

Big-city school leaders from around the nation converged in the nation's capital to discuss legislation, policies and strategies during the Council's 2007 Legislative/Policy Conference, March 17-20.

Conferees heard from U.S. Secretary of Education Margaret Spellings, who discussed the upcoming reauthorization of the *No Child Left Behind Act* (NCLB). The graduate of the Houston Independent School District told educators that NCLB has resulted in a number of achievements, including educators focusing more on data and implementing effective teaching, especially in challenging educational settings.

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Sen. Jeff Bingham shares his views on how to improve high schools.

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Spellings also said that more attention must be devoted to reforming high schools and noted that 40 percent of high schools in the nation offer no Advanced Placement courses.

Also addressing the issue of reforming high schools was Sen. Jeff Bingham (D-NM), who said that effective reforms need to be implemented in high schools with the lowest student achievement to keep students on the path to graduating. These reforms included creating smaller, personalized school settings to offer students and parents better educational options and providing high quality professional development for teachers combined with instructional improvements.

The senator stressed that urban school districts cannot turn around high school performance alone and that the federal government, as well as the states, have a critical role to play.

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Congressional staffer Denise Forte, Council legislation director Jeff Simering and congressional staffer Roberto Rodriguez discuss the reauthorization of the *No Child Left Behind Act*.

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Conferees received a briefing on reauthorizing NCLB from congressional staffers on the Senate Health, Education, Labor and Pensions Committee, chaired by Sen. Edward Kennedy (D-Mass.), and the House Education and Labor Committee, chaired by Rep. George Miller (D-Calif.). The staffers told urban educators that the legislators were strong supporters of NCLB, but will look at making changes to improve the law to ensure that it is improving the education of urban schoolchildren.

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Council Chair George H. Thompson III and Council Executive Director Michael Casserly flank U.S. Secretary of Education Margaret Spellings at the Council Legislative/Policy Conference.

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Candice Gant and Felicia Udoji receive recognition at the Annual Fall Conference as the 2006 winners of the Council's \$5,000 Marcia Page Scholarship sponsored by Texas Instruments.

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Joan Embery, former goodwill ambassador for the Zoological Society of San Diego, receives a Distinguished Alumni Award from the San Diego Unified School District during the Council's Annual Fall Conference.

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Congresswoman Susan Davis, (D-Calif.), shares her views about improving high schools at the Council's Town Hall Meeting on the future of urban education.

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A cake marks the celebration of the Council's 50th Anniversary at the Annual Fall Conference.

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# Highlights of Council Activities

## PUBLIC ADVOCACY

The Council of the Great City Schools works to give the public and the press a balanced and accurate view of the challenges, developments, and successes of urban public schools. In 2006-2007, the Council—

- ❑ Wrote a commentary for *Education Week* calling for national education standards.
- ❑ Conducted a national media conference call to release *Beating the Odds VII*, resulting in media coverage across the nation highlighting urban school academic progress.
- ❑ Participated in a press conference to release the first National Assessment of Educational Progress (NAEP) report on science scores of urban school districts.
- ❑ Continued showing the public service announcements-- “Thank You,” “Pop Quiz” and “Tested” in member cities throughout the country.
- ❑ Generated a major article in *Education Week* on the Council’s new business service benchmarking study.
- ❑ Established relations with national Supreme Court reporters, leading to the Council being cited in a page-one *New York Times* article headlined “Court Reviews Race as Factor in School Plans.”
- ❑ Wrote an op-ed for the *Washington Post* and delivered a commentary for National Public Radio’s “Morning Edition” program on the mayor’s takeover plan of the District of Columbia Public Schools.
- ❑ Arranged *Education World* interviews with the Council’s new board chair and the Richard R. Green Award winner for the online news/information service’s “Wire Side Chat” feature series.
- ❑ Fielded scores of inquiries from such media outlets as the *New York Times*, *Washington Post*, *USA Today*, Associated Press and CNN.
- ❑ Redesigned the *Urban Educator* newsletter and the Council web site.
- ❑ Developed a prototype for a *Good News About Urban Public Schools* booklet.
- ❑ Developed a message document around three themes – achievement, public confidence and leadership, governance and management.
- ❑ Coordinated the organization’s annual town hall meeting, which focused on “The Future of Urban Education” and moderated by award-winning journalist and commentator Bill Moyers.
- ❑ Published a booklet titled “*Celebrating 50 years of Service to America’s Urban Public Schools.*”
- ❑ Published 10 editions of the award-winning *Urban Educator*.
- ❑ Conducted the Sixth Annual Public Relations Executives Meeting.

## LEGISLATIVE ADVOCACY

In voicing its proposals and ideas to Congress and other federal policymakers, the Council helps shape legislation to strengthen the quality of schooling for the nation’s urban children. In 2006-2007, the Council—

- ❑ Conducted numerous meetings, briefings, and conference calls with the Executive Committee, Board of Directors, and staff groups responsible for Title I, Supplemental Educational Services, Curriculum, Research, Assessment, Bilingual Education, and Human Resources to develop the organization’s recommendations for reauthorizing the *No Child Left Behind* Act.
- ❑ Submitted an extensive set of recommendations to Capitol Hill to solve major problems with the *No Child Left Behind* Act.
- ❑ Filed an *amicus* brief with the U.S. Supreme Court supporting the use of race in the Louisville and Seattle student assignment plans.

# Highlights of Council Activities

- ❑ Filed two *amicus* briefs with the U.S. Supreme Court to limit litigation against school districts under the Individuals with Disabilities Education Act (IDEA), and to support the New York City schools on private school tuition reimbursement.
- ❑ Secured increases in Title I allocations for almost two-thirds of Council districts.
- ❑ Actively opposed Administration and Congressional efforts to cut funding of education programs and school-based Medicaid programs.
- ❑ Testified at a rare joint session of Education Committee members from the United States House of Representatives and United States Senate on reauthorization of the *No Child Left Behind* Act.
- ❑ Arranged for congressional testimony by urban district leaders at 10 separate hearings on *No Child Left Behind*.
- ❑ Negotiated an extension and expansion of the flexibility agreement with the U.S. Department of Education allowing selected districts to conduct supplemental service projects.
- ❑ Hosted monthly E-Rate conference calls between Council districts and the Universal Service Administrative Company of the Federal Communications Commission (FCC).
- ❑ Submitted regulatory comments to the FCC regarding eligible services under the E-Rate.
- ❑ Published a paper on the first five years of *No Child Left Behind* in the Great City Schools.
- ❑ Convened the Spring Legislative Conference and numerous other forums for legislative liaisons, special education directors, bilingual education directors, and E-Rate coordinators.
- ❑ Provided technical assistance and answered hundreds of questions from Council members on federal legislation and *No Child Left Behind* implementation issues.
- ❑ Fielded scores of information requests from Congress, and provided technical assistance to congressional staff prior to the introduction of bills on school construction, high school reform, teacher training, technology education, and school-based Medicaid.
- ❑ Convened a meeting of member special education directors to discuss final IDEA regulations.

## RESEARCH

Timely data collection and analysis allow the Council to prepare comprehensive reports, predict trends, and assess the effects of various policies, reforms, and practices on student performance. In 2006-2007, the Council—

- ❑ Redesigned format and convened the 2006 annual meeting of Research and Curriculum Directors.
- ❑ Secured grant funding for and launched the Senior Urban Education Research Fellowship.
- ❑ Identified and assembled Research Advisory Committee for the Senior Urban Education Research Fellowship, including key voices from the research and education practitioner communities.
- ❑ Conducted analysis of results from the NAEP Trial Urban District Assessment (TUDA) in Science.
- ❑ Worked with the National Assessment Governing Board on eligibility criteria for TUDA.
- ❑ Conducted review of research and drafted policy memo on high quality teachers in high need schools.
- ❑ Provided social science research base for Supreme Court *amicus* brief in Louisville and Seattle cases.
- ❑ Drafted memorandum to the Ford Foundation on teacher quality research and practices.
- ❑ Drafted detailed research memo on challenges and approaches to addressing high school transitions.
- ❑ Hosted the first meeting of the Urban Education Research Task Force to improve the quality and practical import of federal education research in collaboration with the Institute for Education Sciences.
- ❑ Represented urban school district interests and perspectives in numerous meetings and presentations to national research and policy organizations.



# Highlights of Council Activities

- ❑ Responded to member requests for statistical information and research assistance.
- ❑ Initiated overhaul of the Council's current data management systems.

## **ACHIEVEMENT AND ACHIEVEMENT GAPS**

Improving the performance of all students and closing achievement gaps is one of the Council's most important priorities. In 2006-2007 the Council—

- ❑ Facilitated two meetings of the Task Force on Achievement Gaps.
- ❑ Published *Beating the Odds VII: A City-by-City Analysis of Student Performance and Achievement Gaps on State Assessments*, March 2007.
- ❑ Provided Strategic Support Teams in instruction to Newark and Wilmington to help improve school achievement.
- ❑ Conducted numerous presentations to national organizations, community groups, state and federal legislators and business leaders on Council efforts to improve student achievement.
- ❑ Published a new study with ACT Inc. on high school course-taking patterns of urban students.

## **LEADERSHIP, GOVERNANCE AND MANAGEMENT**

A Task Force on Leadership, Governance and Management addresses the quality and tenure of leadership and management in urban schools. In 2006-2007, the Council—

- ❑ Facilitated two meetings of the Task Force on Leadership, Governance and Management.
- ❑ Provided Strategic Support Teams to Albuquerque (Safety & Security), Charlotte-Mecklenburg (Human Resources), Guilford County (Human Resources), Dallas (Procurement), Detroit (Food Services), Jackson (Facilities and Program Management), Memphis (Information Technology) and San Diego (Finance, Food Services, Procurement, & Transportation).
- ❑ Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, and Chief Information Officers.
- ❑ Convened a summit of member districts with Enterprise Resource Planning software to identify problem areas and outline new requirements.
- ❑ Conducted a groundbreaking benchmarking study of member business operations, *Managing for Results in America's Great City Schools, A Report of the Performance Measurement & Benchmarking Project*.
- ❑ Expanded the Council's automated management database — EduPortal.
- ❑ Fielded scores of member requests for management information.

## **PROFESSIONAL DEVELOPMENT**

The purpose of this initiative is to improve the quality of teacher and principal professional development and address the shortages of qualified teachers and principals. In 2006-2007, the Council—

- ❑ Facilitated two meetings of the Task Force on Professional Development.
- ❑ Operated the Urban Education Service Corps to recruit under-represented minorities to the urban teaching workforce in Long Beach, Los Angeles, Omaha, Denver, Fort Lauderdale, and Houston.
- ❑ Completed a survey of the Great City Schools to determine progress in meeting *No Child Left Behind's* highly qualified teacher and paraprofessional requirements.

# Highlights of Council Activities

- ❑ Conducted a case study of professional development practices and the use of data to drive instructional decision-making with funding from the Skillman Foundation.
- ❑ Drafted a survey of secondary school reforms in the Great City Schools.

## **BILINGUAL, IMMIGRANT AND REFUGEE EDUCATION**

America's urban schools serve unusually large numbers of students whose families have come to this nation to seek a better life. In 2006-2007, the Council—

- ❑ Convened two meetings of the Task Force on Bilingual, Immigrant and Refugee Education.
- ❑ Convened a three-day conference for the Great City School directors of English language learner (ELL) programs to identify challenges and best practices.
- ❑ Surveyed directors of English language learner programs on ELL issues in preparation for the reauthorization of Titles I and III of the *No Child Left Behind* Act.
- ❑ Arranged for staff from the St. Paul Public Schools to testify on English language learner programs before the U.S. Senate Committee on Health, Education, Labor, and Pensions.
- ❑ Conducted review of research and drafted policy memo on challenges and approaches to educating English Language Learners.
- ❑ Developed research and fieldwork plan to study district strategies for succeeding with English Language Learners.

## **SCHOOL FINANCE**

One of the priorities of the Council of the Great City Schools is to ensure that its students have the same opportunity to meet the nation's academic standards as students anywhere. In 2006-2007 the Council—

- ❑ Convened two meetings of the Task Force on School Finance.
- ❑ Launched the benchmarking study of member budget and financial operations.

## **ORGANIZATION AND ADMINISTRATION**

The Council works tirelessly to manage its resources and ensure the integrity of its programs. In 2006-2007 the Council—

- ❑ Conducted an outside audit of the organization's 2006-2007 spending.
- ❑ Received an unqualified audit on 2005-2006 spending.
- ❑ Purchased a high level copier with color copying and scanning functions.
- ❑ Arranged the Annual Fall Conference in San Diego and 13 staff forums.
- ❑ Continued upgrading the organization's office computers and printers.
- ❑ Continued cleanup and update of the organization's database system.
- ❑ Continued to refine online conference registration system for the membership.
- ❑ Managed financials of twenty-four (24) strategic support teams.
- ❑ Entertained requests for membership information.



# Award Programs

## RICHARD R. GREEN AWARD



Richard R. Green

During the annual fall conference, the Council bestows the Richard R. Green Award upon a past or present member district superintendent or Board of Education member in recognition of exceptional contributions to urban schools and students. As the nation's highest urban education honor, the award pays tribute to the memory of Richard R. Green, former Minneapolis and New York City Public Schools superintendent, who won distinction as an outstanding educator and leader.

The award, sponsored by ARAMARK Education, includes a \$10,000 college scholarship for presentation to a senior in the winner's school system or system from which the winner graduated.

**Beverly Hall, superintendent of Atlanta Public Schools, received the award at the 2006 Fall Conference in San Diego. Hall has been at the helm of the school system since 1999, and during her tenure the district has closed the achievement gap with the state of Georgia, lowered the dropout rate, reduced the number of teacher vacancies, converted schools into state-of-the-art facilities and developed partnerships with community organizations and business leaders.**



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Atlanta Schools Superintendent Beverly Hall presents a \$10,000 Richard R. Green college scholarship to Tiara Lavette Smith, a student in Atlanta Public Schools. A graduate of the Class of 2007, Smith will attend Emory University with a double major in psychology and neuroscience.

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### **Richard R. Green Award Winners**

1989 Harry Davis, Retired Member	Minneapolis School Board
1990 James Griffin, Retired Member Timothy Dyer, Executive Director	St. Paul School Board National Association of Secondary School Principals
1991 Paul Houston, Executive Director	American Association of School Administrators
1992 Richard Wallace Jr., Superintendent Emeritus	Pittsburgh Public Schools
1993 Constance Clayton, Superintendent	School District of Philadelphia
1994 Holmes Braddock, Board Member	Miami-Dade County Public Schools
1995 Curman Gaines, Superintendent	St. Paul Public Schools
1996 James Williams, Superintendent	Dayton Public Schools
1997 Maxine Smith, Retired Member	Memphis City School Board
1998 Gerry House, Superintendent	Memphis City Public Schools
1999 Rod Paige, Superintendent Judy Farmer, Board Member	Houston Independent School District Minneapolis Public Schools
2000 Eric Smith, Superintendent	Charlotte-Mecklenburg Public Schools
2001 Barbara Byrd-Bennett, Superintendent	Cleveland Municipal School District
2002 John Simpson, Superintendent	Norfolk Public Schools
2003 Arthur Griffin, Board Member Franklin Till, Superintendent	Charlotte-Mecklenburg Public Schools Broward County Public Schools
2004 Tom Payzant, Superintendent	Boston Public Schools
2005 Anna Dodson, Board Member	Norfolk Public Schools
2006 Beverly Hall, Superintendent	Atlanta Public Schools

### **MARCIA PAGE SCHOLARSHIP**

The Marcia Page Scholarship for Mathematics and Science Excellence is sponsored by Texas Instruments and the Council and is awarded to two African-American female students completing their senior year of high school in a Council district. Applicants must be accepted into a college or university and pursue a career in a mathematics, engineering or technology field. The winners of the 2006 award were Candice Gant, a student from Chicago Public Schools, and Felicia Udoji, a student from the Metropolitan Nashville School District.

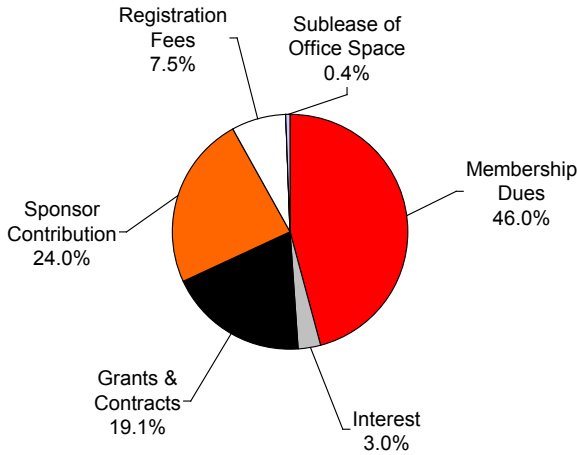
### **QUEEN SMITH AWARD FOR COMMITMENT TO URBAN EDUCATION**

Each year at its annual fall conference, the Council presents the Queen Smith Award for Commitment to Urban Education to an urban school educator who has made significant contributions to education and to the community. Sponsored by the Macmillan/McGraw-Hill Publishing Co., the award is named in memory of the company's late vice president of urban programs. The winner of the 2006 award was Monica Jenkins Moore, the principal of Linwood Middle School in Shreveport, La.

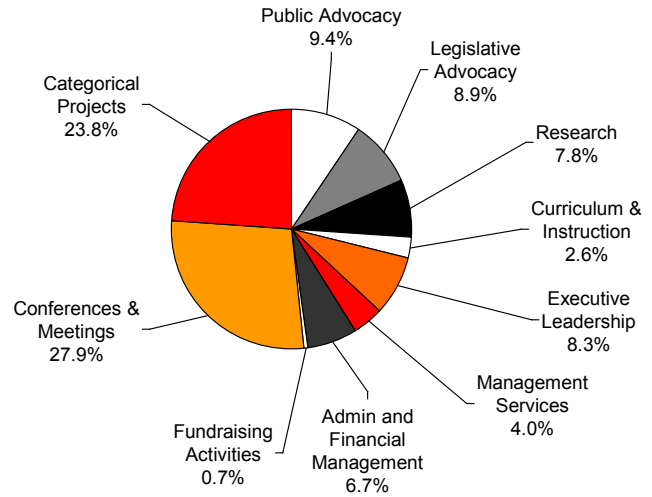


# Financial Report

## REVENUES



## EXPENSES



	Audited Report FY05-06	Preliminary Estimate FY06-07
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### Revenue

Membership Dues	\$2,114,321	\$2,113,056
Interest	132,198	137,066
Grants & Contracts	884,816	879,373
Sponsor Contributions	825,100	1,101,950
Registration Fees	395,118	345,116
Sale of Publications	3,293	1,145
Miscellaneous	0	0
Sublease of Office Space	18,245	19,157
<b>Total Revenue</b>	<b>\$4,373,091</b>	<b>\$4,596,863</b>

### Expenses

Public Advocacy	\$502,610	\$427,179
Legislative Advocacy	390,496	401,041
Research	205,357	352,770
Curriculum & Instruction	92,466	119,322
Executive Leadership	378,803	373,943
Management Services	172,828	180,137
Admin & Financial Management	378,079	300,971
Fundraising Activities	14,356	30,301
Conferences & Meetings	965,534	1,261,003
Categorical Projects	1,144,890	1,074,287
<b>Total Expenses</b>	<b>\$4,245,420</b>	<b>\$4,520,955</b>

Change in Net Assets	\$127,671	\$75,908
Net Assets, Beginning	\$2,262,682	\$2,390,352
Net Assets, Ending	\$2,390,352	\$2,466,261

# Sponsors

The Council thanks the following contributors for their generous support in 2006-2007



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### Strategic Support Teams

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### 2007 HRD/Personnel Directors Meeting

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Measured Progress

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Sodexo

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### 2007 Management Information Systems & E-Rate Symposium

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Public Consulting Group, Inc.

SAP Public Services

SchoolNet, Inc.

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K-12 Insight

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SAP America

School-Link Technologies

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### 2007 Bilingual Directors Annual Meeting

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National Geographic School Publishing

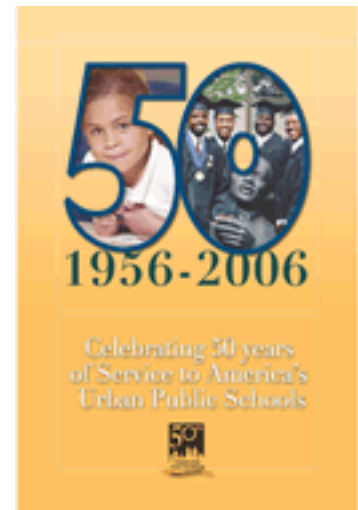
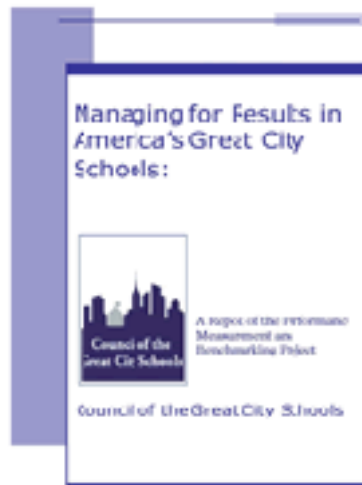
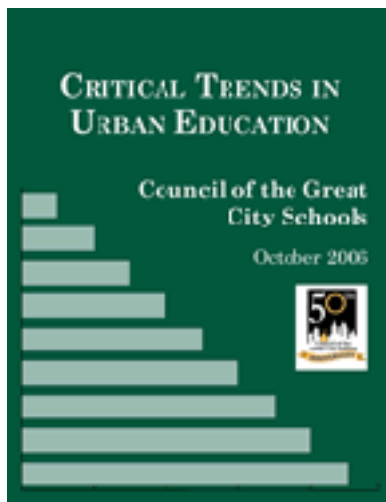
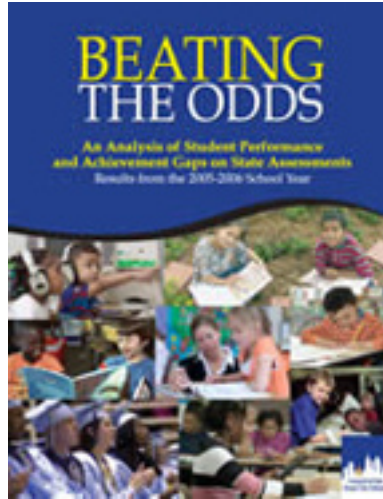
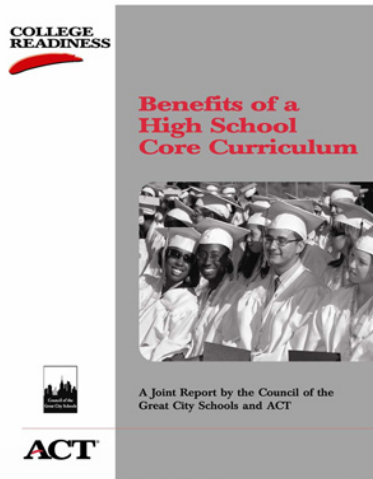
Scholastic, Inc.

Texas Instruments

### 2007 Public Relations Executives Meeting

The Garrity Group Public Relations

# Publications



- Beating the Odds VII: A City-by-City Analysis of Student Performance and Achievement Gaps on State Assessments - April 2007
- Managing for Results in America's Great City Schools: A Report of the Performance Measurement and Benchmarking Project - April 2007
- Benefits of a High School Curriculum - A Joint Report by the Council of the Great City Schools and ACT - April 2007
- Celebrating 50 Years of Service to America's Urban Public Schools - October 2006
- Critical Trends (Sixth Edition) - 2006

## VIDEOS

- Town Hall Meeting- "The Future of Urban Education" from the Council's 2006 Fall Conference in San Diego - October 2006



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Terry Tabor, Conference Manager  
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Cover Photos: Top Row (L-R): Students from Minneapolis Public Schools, Students from Denver Public Schools

Middle Row: Students from Newark Public Schools

Bottom Row (L-R): Students from Minneapolis Public Schools, Student from San Diego Unified School District

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Page 4 Photo: Students from Denver Public Schools

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Page 24 Photo: Students from San Diego Unified School District

<u>School District</u>	<u>Superintendent</u>	<u>Board Members</u>
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Birmingham	Stanley Mims	Dannetta Thornton Owens
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Buffalo	James Williams	Florence Johnson
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