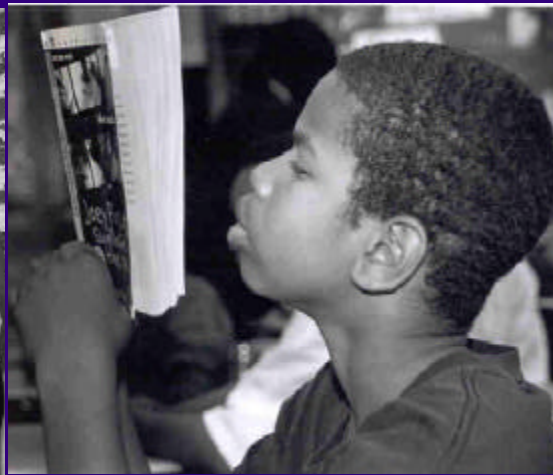


# Council



# of the Great City Schools



2001-2002 Annual Report

# **Council of the Great City Schools Executive Committee – 2001-2002**

## **Officers**

Chair of the Board:

Manuel Nunez, Fresno School Board

Chair-Elect:

Clifford Janey, Rochester Superintendent

Secretary-Treasurer:

Anna Dodson, Norfolk School Board

Immediate Past-Chair:

Vacant

## **Members**

Arlene Ackerman, San Francisco Superintendent

Marion Bolden, Newark Superintendent

Arne Duncan, Chicago Superintendent

Judith Farmer, Minneapolis School Board

Carlos Garcia, Clark County Superintendent

Beverly Hall, Atlanta Superintendent

Cleveland Hammonds, St. Louis Superintendent

Genethia Hudley Hayes, Los Angeles School Board

Sandra Lerner, New York City School Board

Stan Paz, Tucson Superintendent

Karin Polacheck, Long Beach School Board

Jean Quan, Oakland School Board

Darline Robles, Salt Lake City Superintendent

Eric Smith, Charlotte-Mecklenburg Superintendent

Dorothy Summers-Rush, Philadelphia School Board

Linda Sutherland, Orlando School Board

George Thompson, Nashville School Board

Thomas Tocco, Fort Worth Superintendent

Vacant

Vacant

Donna Evans, Ohio State University Dean

*Ex Officio*

*Cover Photos: Students from Columbus Public Schools, District of Columbia Public Schools, Providence Public Schools, Miami-Dade County Public Schools, and Fresno Unified School District.*

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Alex Jones, Manish Naik, Clarence Tabb Jr., & Maria Tocco, Photographers

# Message from the Chair

June 30, 2002

I began my tenure as Chair of the Board of the Council of the Great City Schools last July with high expectations about school funding and the opportunities ahead. A thriving economy was providing much needed resources to our school system from both state and federal coffers. Equalization was becoming a strong possibility. And an amendment to secure long-promised federal funding for the Individuals with Disabilities Education Act was still on the table.

But America was attacked on September 11 with a ferociousness and destructiveness that was equal to Pearl Harbor six decades ago. Suddenly, the world changed and the optimism that many felt began to evaporate. State budgets were cut. The amendment died. And the economy soured further.

Still, the Council had one of its most successful Annual Conferences just days after the September 11<sup>th</sup> attack and the anthrax scare. Attendance was off by less than expected; spirits were high; and the sessions were outstanding. Norfolk—our host city—rolled out the red carpet, great weather, and terrific events. We thank their leadership and staff for all their hard work.

In addition, the federal government came through with substantial new funding for Title I and other programs subsumed by *No Child Left Behind*. And the Department of Education, led by our colleague Rod Paige, worked closely with the organization on implementing the new Act.

Urban school districts belonging to the organization also continued their gains in stu-

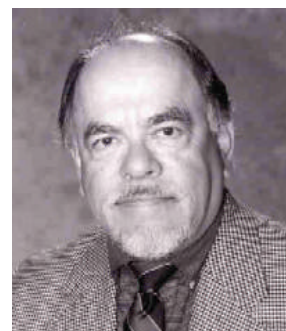
dent achievement. The organization's second *Beating the Odds* report showed convincingly that our improvements are real.

We also continued and expanded our efforts to provide professional development to our numerous staff groups, including curriculum directors, chief financial officers, public relations executives, and many others. I continue to encourage my own school district's staff to take advantage of these excellent opportunities. The expertise is really the best in the country.

Finally, I would like to thank Michael Casserly and the great Council staff for their leadership. Their skills were on display particularly well during the reauthorization of the Elementary and Secondary Education Act last year.

To paraphrase an ad that I know people have seen on TV, "We don't make the children, we make them better. We don't make the colors, we make them brighter." It has been an honor to lead the Council of the Great City Schools this year. I look forward to seeing everyone in Broward County for the Annual Meeting this fall.

Manuel Nunez  
Chair of the Board



# Message from the Director

June 30, 2002

I am pleased to present this annual report on the activities of the Council of the Great City Schools during the organization's 2001-2002 program year.

It was an excellent year for the Council, although not an easy one. September 11<sup>th</sup> affected us just as it changed everyone else. Two of our member districts—New York City and Washington, D.C.—their staff, students, and families were directly affected by the terrorism. Three students and three teachers from the D.C. Public Schools and one teacher from the Clark County (Las Vegas) schools were on the plane that crashed into the Pentagon. Numerous New York City school teachers, staff, and students lost family members, but pulled together to ensure that all children were accounted for and safe. Their heroism was extraordinary.

The Council's role in the aftermath of these events was small compared with the efforts of those directly involved. We helped arrange technical assistance from various federal agencies and other city school systems with experience in crisis management and counseling—Oklahoma City, Los Angeles, San Francisco, and Miami—to help New York and D.C. handle the effects of the tragedies. We applaud the cities that lent support.

The year was also a difficult one for schools across the country because of the slowdown in the economy. Almost all of our members were affected by state cutbacks and local revenue shortfalls just as new demands for accountability were intensifying.

In spite of these challenges, much good work occurred this year. Participation in Council conferences and forums continued to be strong despite the reluctance to travel. Our

legislative advocacy played an important role in shaping the *No Child Left Behind Act*. Our research department produced a number of groundbreaking reports, including *Beating the Odds II*, which suggests that math and reading gains are spreading to more grades in more cities. Our communications department conducted an important national poll suggesting better ways for us to communicate with the public. Our management office expanded its Strategic Support Teams into more cities. And our teaching and learning division saw its career academy program grow stronger and more successful.

Our most important effort, however, has involved the Council's growing ability to meld its many parts into a more cohesive organization designed to improve urban student performance. The repositioning puts us in a unique place among national education associations.

I thank Manuel Nunez, School Board member from the Fresno Public Schools. His leadership and commitment as council chair helped the organization through one of its most challenging years. Finally, I thank the Council staff whose intelligence, commitment, energy, and endurance continue to inspire me. Thank you.

Michael Casserly  
Executive Director







*U.S. Secretary of Education Rod Paige discusses the new No Child Left Behind law at a meeting with urban school leaders, left to right, Charlotte-Mecklenburg Superintendent Eric Smith, Buffalo school board president Paul Buchanan and Council Executive Director Michael Casserly.*

*John Milewski, left of Close Up on C-SPAN hosts the Council's Town Hall Meeting on high-stakes testing with panelists, left to right, Congressman Bobby Scott, Salt Lake City Superintendent Darline Robles, Norfolk school board vice chair Anna Dodson, FairTest executive director Monty Neill, College Board President Gaston Caperton and Fort Worth Superintendent Thomas Tocco.*



*At the Legislative Conference, Congressman Chaka Fattah receives the Thurgood Marshall Award in urban education from Council leadership, left to right, Executive Director Michael Casserly, Philadelphia board member Dorothy Rush and Council Chair Manuel Nunez.*

# 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, and research.

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, 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 structure 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 have 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.

*Rochester Superintendent and Council Chair-elect Clifford Janey facilitates a session at the Annual Fall Conference.*



*Baltimore City Schools Superintendent Carmen Russo, center, focuses on legislative matters being discussed at the Council Legislative/Policy Conference.*



*Fort Worth Superintendent Thomas Tocco, left, makes a point with board member Jesse Martinez at Council Annual Fall Conference.*



*Indianapolis Superintendent Duncan (Pat) Pritchett, right, listens as Newark Superintendent Marion Bolden gives session presentation at Council Annual Fall Conference.*





# Vision

## **A Vision for America's Urban Public Schools: Teaching, Leading and Community**

### **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**

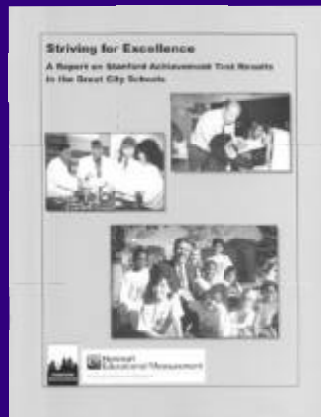
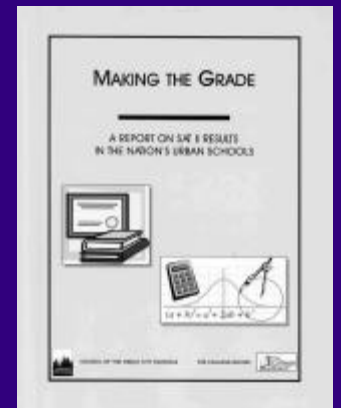
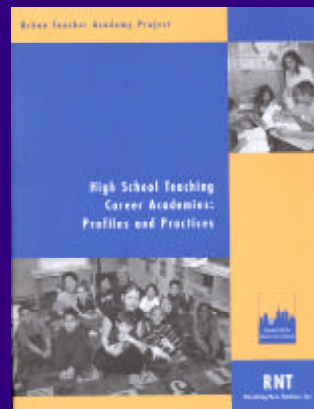
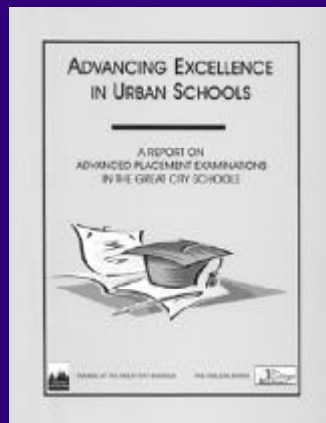
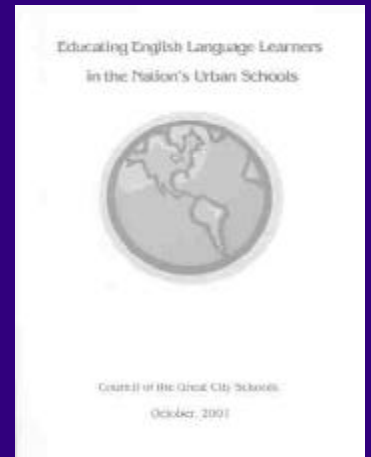
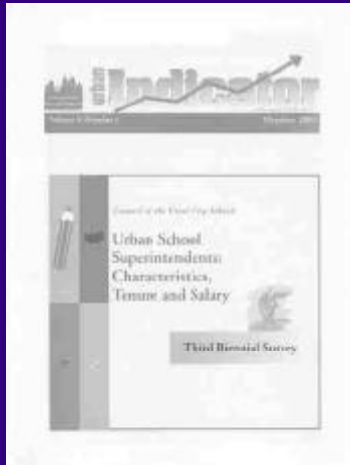
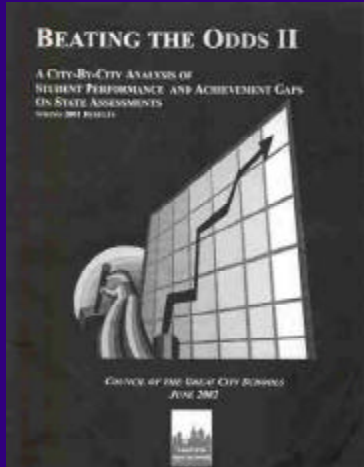
#### ***Primary***

To educate all urban school students to the highest academic standards.

#### ***Secondary***

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 engage parents and build a confident, committed and supportive urban community for raising the achievement of urban public schoolchildren.



# 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 encourage information exchange with counterparts in other cit-

ies. 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

- Total student enrollment 6.8 million
  - African American ..... 38.9%
  - Hispanic ..... 31.2%
  - White ..... 22.8%
  - Asian/Pacific Islander ..... 6.4%
  - Alaskan/Native American ..... 0.7%
- Free/reduced price lunch eligibility ..... 62.4%
- English Language Learners ..... 18.1%
- Students with Individualized Education Programs (IEP's).....12.5%
- Number of languages spoken ..... 120
- Total number of teachers ..... 408,766
- Total number of schools ..... 9,446
- Average teacher salary ..... \$41,083
- Average expenditures per student ..... \$6,514
- Total Revenue .....\$40 billion
  - Local ..... 43.0%
  - State ..... 47.3%
  - Federal ..... 9.7%

Source: National Center for Education Statistics



# Conferences

## **Curriculum Directors Meeting**

San Diego, CA  
June 28-30, 2001

## **Public Relations Executives Meeting**

Minneapolis, MN  
July 6-8, 2001

## **Research/Assessment Symposium**

Providence, RI  
July 26-28, 2001

## **Executive Committee Meeting**

Long Beach, CA  
July 20-21, 2001

## **Annual Fall Conference**

Norfolk, VA  
October 17-21, 2001

## **Chief Financial Officers Meeting**

Denver, CO  
October 30-November 3, 2001

## **Research Advisory Meeting**

Washington, DC  
November 12-13, 2001

## **Executive Committee Meeting**

Tucson, AZ  
January 11-12, 2002

*Fresno Superintendent Santiago Wood shares information during a session at the Annual Fall Conference.*



*New York City Schools Chancellor Harold Levy welcomes chief operating officers to New York City for their spring annual meeting.*

## **HRD/Personnel Directors Conference**

Tampa, FL  
January 31-February 2, 2002

## **Legislative/Policy Conference**

Washington, DC  
March 16-19, 2002

## **Urban Teacher Academy Project Symposium**

Chicago, IL  
May 2-4, 2002

## **Chief Operation Officers Meeting**

New York City, NY  
April 16-20, 2002

## **ERP Task Force/MIS Conference**

Louisville, KY  
June 12-15, 2002

## **Curriculum Directors Meeting**

Washington, DC  
June 27-29, 2002



# Annual Fall Conference

Big-city school leaders from across the country met to discuss initiatives to improve the quality of education for children in the nation's urban school districts at the Council's 45th Annual Fall Conference, October 17-21, hosted by the Norfolk Public Schools.



**Washington Post columnist William Raspberry addresses urban educators at the conference.**

The issue of high-stakes testing was debated at a lively 90-minute town hall meeting that also served as the site of C-SPAN's weekly cable television program *Close Up on C-SPAN*. Hosted by John Milewski, *Close Up* program's host and executive director, the live-to-tape debate featured a congressman, three urban school leaders and two officials from educational organizations.

**Lecturer-comediienne Bertice Berry gives an entertaining luncheon address at the conference.**



William Raspberry, the urban affairs columnist for the *Washington Post*, shared his views on education with big-city school leaders and criticized the academic gap that exists between students from different financial backgrounds.

Mystery writer Walter Mosley discussed the importance of literacy and urged the nation's educators to provide students with books that express their lives and experiences.

Lecturer-comediienne Bertice Berry sang songs and gave funny anecdotes in an inspiring luncheon, where she encouraged school system administrators to improve efforts to increase parental involvement.



**Actors Tim and Daphne Reid present history presentation.**

Also addressing the conference was award-winning actor, director and producer Tim Reid and his actress wife Daphne Maxwell Reid. The Reids showed a videotape presentation on the heroic efforts of black soldiers in World War II.

A number of breakout sessions were held at the conference, including a special presentation on effective reading strategies by Russ Whitehurst, assistant secretary for research and improvement at the U.S. Department of Education.

# Legislative/Policy Conference

**Education Secretary Rod Paige discusses the No Child Left Behind bill at the conference.**



Urban school administrators, board members and deans of colleges of education from around the country convened in Washington, D.C., for the Council's 2002 Legislative/Policy Conference.

Conferees heard from U.S. Secretary of Education Rod Paige, the former superintendent of the Houston school district. "On January 8, 2002, the whole world changed when President Bush signed the *No Child Left Behind* bill," said Paige.

Speaking to former colleagues, Paige assured the nation's big-city school leaders that the new education law was designed to ensure that students succeed and that the testing requirements under the bill will hold schools accountable for improving academic achievement.

The secretary, who before becoming the superintendent in Houston was a school board member, also urged members of the nation's school boards to develop a good relationship with their superintendent. Paige recalled that his good working relationship with the school board was one of the reasons he was so successful during his tenure as superintendent.

Conferees also heard from Rep. Chaka Fattah (D-Pa.), who addressed the issue of states providing an equal education opportunity for all children. In recognition of his commitment to ensure that all of the nation's schoolchildren receive a quality education no matter where they live, the Council presented Fattah with the Thurgood Marshall Award for Excellence and Equity in Urban Education.



**Assistant Secretary of Special Education and Rehabilitative Services Robert Pasternack shares his views at the conference.**

**Council director of legislation Jeff Simering discusses education issues with congressional staffers Alex Nock and Danica Petroschius.**



The shortage of special education teachers in the nation's schools was addressed by Robert Pasternack, the assistant secretary of special education and rehabilitative services at the U.S. Department of Education. Conferees were also updated on the reauthorization of the Elementary and Secondary Education Act from congressional staffers Alex Nock, Danica Petroschius and others.

*Council Executive Director Michael Casserly holds the Educational Achievement Award for a Professional Advocacy Organization presented to the Council at the NAACP's Education Summit. Also pictured, left to right, NAACP National Education Director John H. Jackson; actress Vanessa Bell Calloway and summit chair Adora Obi Nweze.*



*Sen. Edward Kennedy, left, joins Education Secretary Rod Paige and Under Secretary Eugene Hickock at a meeting with urban school leaders to discuss implementing the No Child Left Behind law.*

*Council Chair Manuel Nunez, past Council Chair Becky Montgomery and Council Executive Director Michael Casserly flank writer Walter Mosley at Fall Conference.*



*Congressman Jesse Jackson Jr. congratulates Paul Vallas, former CEO of Chicago Public Schools, after Vallas received a plaque from the Council for his school reform efforts at a Capitol Hill reception.*



*Sherwood Middle School students in Columbus, Ohio, present a check for \$6,242 to an American Red Cross official for disaster relief in the wake of the terrorist attacks on America on September 11.*

# 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 2001-2002, the Council—

- Completed a first-ever national poll on the public's perceptions of urban schools.
- Held a press briefing to release the organization's report *Beating the Odds II*.
- Received the *NAACP Daisy Bates Educational Achievement Award for a Professional Advocacy Organization*.
- Arranged Strategic Support Teams to assess communications operations in Dayton and Detroit.
- Fielded hundreds of inquiries from such national media outlets as the *New York Times*, *Washington Post*, *USA Today*, *U.S. News & World Report*, ABC News, and the Associated Press.
- Garnered two top stories in *Principal* magazine's urban school edition.
- Participated in a National Press Club forum on teacher shortages.
- Redesigned the Council's web site.
- Garnered a journalism award from the National School Public Relations Association for the organization's *Publications Catalog*.
- Published nine editions of the award-winning *Urban Educator*.
- Launched the First 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 2001-2002, the Council—

- Supported passage of the *No Child Left Behind Act* (NCLB). ➤➤
- Secured hundreds of revisions to NCLB, including amendments to target funding for Title I, teacher quality, technology, safe and drug free schools, bilingual education, immigrants, Reading First, and magnet schools--resulting in an additional \$170 million in aid to member districts.
- Originated the "transferability" concept that became the cornerstone for increasing federal flexibility and the foundation for bipartisan compromise.
- Opposed legislative efforts to authorize federal school vouchers, Title I portability, and state block grants.
- Facilitated two special conferences between the Secretary and his senior staff, and Great City School superintendents on NCLB implementation.
- Served on the Department of Education's Negotiated Rulemaking Panel, securing numerous revisions to the proposed Title I rules.



- Provided specific recommendations and comments to the Department of Education on proposed NCLB implementation guidance.
- Facilitated a special Reading First Academy between the Department of Education and reading and curriculum directors of the Great City Schools.
- Provided detailed recommendations to congressional committees and the President's Commission on Special Education on revising the Individuals With Disabilities Education Act (IDEA).
- Provided numerous proposals to congressional committees for improving school-based Medicaid funding.
- Conceptualized and advocated for the mandatory federal funding of IDEA.
- Supported the historic \$6.7 billion increase in FY2002 education spending, including a \$1.5 billion jump in newly targeted Title I funding.
- Maintained support for federal school construction funding.
- Secured a two-year extension of the Qualified Zone Academy Bonds.
- Provided detailed recommendations to the Federal Communications Commission on improving the operations of the E-Rate program.
- Convened several meetings of Council legislative liaisons, Title I directors, special education directors, and Medicaid coordinators.
- Responded to hundreds of requests for information on NCLB and provided numerous briefings, teleconferences, and materials on its implementation.

### Research

Timely data collection and analysis allow the Council to prepare comprehensive reports, to predict trends, and to assess the effects of various policies and practices on student performance. In 2001-2002, the Council—

- Initiated and facilitated the first-ever trial urban NAEP assessment.
- Collaborated with the National Clearinghouse on Bilingual Education to publish assessment standards for English Language Learners.
- Teamed with Scholastic Inc. on an independent evaluation of Read 180.
- Convened the third annual Research Directors Symposium.
- Convened the fourth annual Curriculum Directors Symposium.
- Participated in the design of the new 2002 NAEP framework for math.
- Provided advice to the National Center for Education Statistics (NCES) on issues related to NAEP and other large scale surveys.
- Responded to hundreds of requests for information and assistance.
- Published *Urban School Superintendents: Characteristics, Tenure, & Salary*.

### Achievement and Achievement Gaps

Improving student performance and closing racially identifiable achievement gaps is one of the Council's highest priorities. Led by the Task Force on Achievement Gaps, the Council in 2001-2002—

- Published *Beating the Odds II: A City-By-City Analysis of Student Performance and Achievement Gaps on State Assessments*.
- Completed a major study funded by the Ford Foundation and the Department of Education on rapidly improving urban school districts.



- Completed a project with the Council of Chief State School Officers on collaborative city-state standards and assessments.
- Conducted Strategic Support Teams funded by the Broad Foundation to support curriculum and instruction reforms in Dayton and Detroit.

### 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 2001-2002, the Council—

- Established a new Strategic Support Team program with funds from the Broad Foundation for new member superintendents.
- Conducted a comprehensive review of the non-instructional operations of the Duval County Public Schools.
- Provided Strategic Support Teams funded by the Broad Foundation to address operational needs in Columbus, New Orleans, and Denver.
- Conducted focus groups for board members and superintendents on school district governance.
- Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, and Technology Directors.
- Convened several focus groups to map district finance, human resources, management, and other operations onto Enterprise Resource Planning.
- Convened a forum on the organizational and programmatic requirements for capital construction and renovation projects.
- Initiated a benchmarking study on financial, human resources and business operations.
- Increased the number of documents in the Council's management EduPortal database.
- Fielded hundreds of 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 2001-2002, the Council—

- Conducted the Urban Teacher Academy Project with Recruiting New Teachers, Inc.
- Conducted an extensive national survey on teacher professional development with the National Commission on Teaching and America's Future.
- Operated the Urban Education Service Corps, an AmeriCorps project, to recruit teachers of color in Long Beach, Los Angeles, Omaha, Denver and Miami.
- Convened the fourth annual Great City Schools Symposium with the National Board for Professional Teaching Standards.
- Conducted a survey of urban school teacher recruitment and induction.
- Began the Great City Teacher Project with funds from the Department of Education to recruit and prepare special education teachers in four cities.

- Initiated an effort with the Great City Colleges of Education to improve reading achievement in urban schools.
- Continued the EDSITEment project with the National Endowment for the Humanities and the WorldCom Foundation.

### Bilingual, Immigrant and Refugee

America's urban schools serve unusually large numbers of students whose families have come to this nation to seek a better life. In 2001-2002, the Council—

- Prevented numerous restrictions on local bilingual instructional programs.
- Compiled and released *Educating English Language Learners in the Nation's Urban Schools*.
- Completed a guide on "Assessment Standards for English Language Learners" with the National Clearinghouse on Bilingual Education.
- Convened the annual Bilingual Education directors meeting and two meetings of the Task Force on Bilingual Education.
- Made several presentations at national forums on the education and assessment of 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 2001-2002, the Council—

- Prepared to file an *amicus* brief in the Campaign for Fiscal Equity case in New York state.
- Actively supported Congressional amendments to require full federal funding for the Individuals with Disabilities Education Act (IDEA).
- Provided technical assistance and analyses for districts considering equity and adequacy suits.
- Approved the conducting of a major new analysis of urban school expenditure patterns.
- Aggressively pursued school-friendly provisions in federal medicaid guidelines.

### Organization and Administration

The Council works tirelessly to manage its resources and ensure the integrity of its programs. In 2001-2002, the Council—

- Received an unqualified ("clean") audit for the 2000-2001 program year.
- Arranged Fall Conference, Spring Conference, and 12 staff forums.
- Boosted net revenues from annual meetings and conferences.
- Upgraded all in-house desktop computers and server.
- Renewed sublease contracts for office space and services.
- Revamped the organization's pension, retirement and health benefits.

# Awards

## 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 ServiceMaster Facility Services, includes a \$10,000 college scholarship for presentation to a senior in the winner's school system or system from which the winner graduated.

Barbara Byrd-Bennett, the chief executive officer of the Cleveland Municipal School District, was presented the award at the 2001 Fall Conference in Norfolk, Va. In 1998, Dr. Byrd-Bennett was selected by Cleveland Mayor Michael White to become the school district's first chief executive officer. Under her leadership, the district led a successful effort to pass a \$835-million school construction bond issue to repair the district's 122 school buildings; improved test scores significantly; improved bond ratings; and implemented a universal meals program.

## Queen Smith Award for Commitment to Urban Education



*Queen Smith*

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 Queen Smith Award winner receives \$1,000 and the Council is awarded \$1,000 for its programs.

Anna Dodson, the vice chairman of Virginia's Norfolk school board, was the winner of the award at the 2001 Fall Conference.

## Richard R. Green Award Winners

1989	W. 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  Judith Farmer, Board Member	Houston Independent School District  Minneapolis Public Schools
2000	Eric Smith	Charlotte-Mecklenburg Public Schools
2001	Barbara Byrd-Bennett	Cleveland Municipal School District

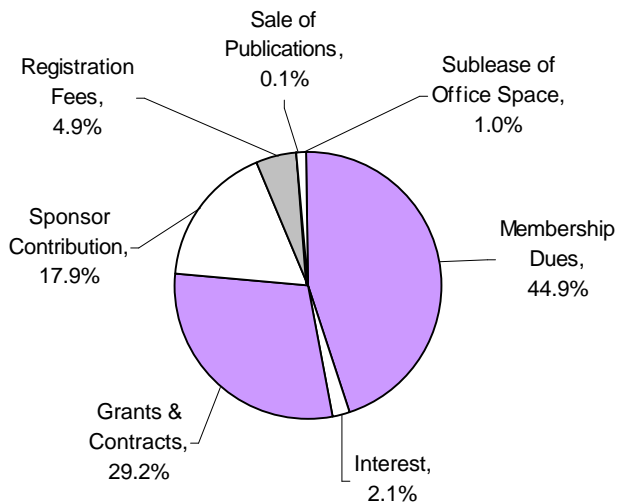
*Barbara Byrd-Bennett, chief executive officer of the Cleveland Municipal School District, displays her Richard R. Green award.*



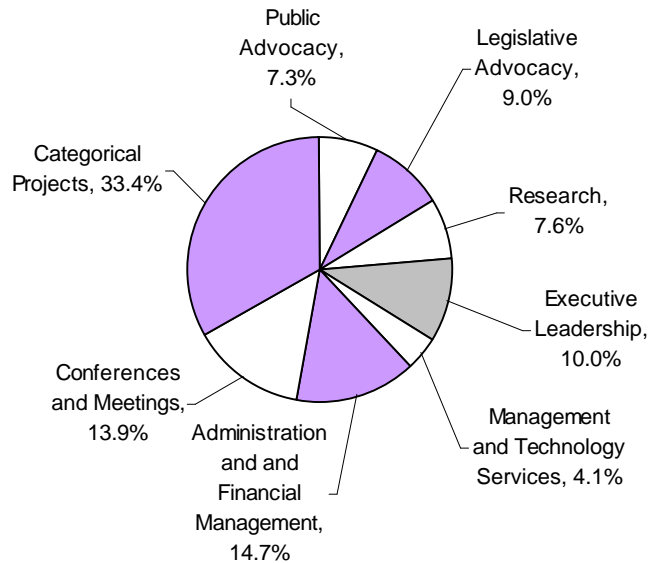
*Queen Smith award-winner Anna Dodson (center) holds her \$1,000 prize.*

# Financial Report

## Revenues



## Expenses



	<i>Audited Report FY00-01</i>	<i>Preliminary Estimate FY01-02</i>
<b>Revenue</b>		
<i>Membership Dues</i>	<i>\$1,641,230</i>	<i>\$1,766,820</i>
<i>Interest</i>	<i>133,615</i>	<i>81,949</i>
<i>Grants &amp; Contracts</i>	<i>1,155,995</i>	<i>1,150,146</i>
<i>Sponsor Contributions</i>	<i>598,166</i>	<i>703,268</i>
<i>Registration Fees</i>	<i>164,746</i>	<i>192,340</i>
<i>Sale of Publications</i>	<i>2,658</i>	<i>3,031</i>
<i>Miscellaneous</i>	<i>2,882</i>	<i>0</i>
<i>Sublease of Office Space</i>	<i>92,833</i>	<i>39,600</i>
<b>Total Revenue</b>	<b><i>\$3,792,125</i></b>	<b><i>\$3,937,154</i></b>
<b>Expenses</b>		
<i>Public Advocacy</i>	<i>\$280,809</i>	<i>\$288,707</i>
<i>Legislative Advocacy</i>	<i>385,520</i>	<i>355,390</i>
<i>Research</i>	<i>220,807</i>	<i>298,928</i>
<i>Executive Leadership</i>	<i>261,830</i>	<i>391,993</i>
<i>Management and Technology</i>	<i>157,508</i>	<i>160,332</i>
<i>Admin &amp; Financial</i>	<i>575,306</i>	<i>577,458</i>
<i>Conferences &amp; Meetings</i>	<i>306,943</i>	<i>547,845</i>
<i>Categorical Projects</i>	<i>1,512,756</i>	<i>1,316,501</i>
<b>Total Expenses</b>	<b><i>\$3,701,479</i></b>	<b><i>\$3,937,154</i></b>
<b>Change in Net Assets</b>	<i>\$90,646</i>	<i>\$0</i>
<b>Net Assets, Beginning</b>	<i>\$594,740</i>	<i>\$685,386</i>
<b>Net Assets, Ending</b>	<i>\$685,386</i>	<i>\$685,386</i>



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### 2001 Annual Fall Conference

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### 2002 Legislative/Policy Conference

4GL School Solutions  
Harcourt Educational Measurement  
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### 4th Annual Curriculum

**Directors Meeting**  
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### 2001 Chief Financial Officers & Business

**Managers Annual Meeting**  
Catalyst Financial Group, Inc.  
CELT Corporation  
Dell Computer Corporation  
Deloitte & Touche  
JDL Technologies, Inc.  
KPMG Consulting, LLP  
Lawson Software  
Oracle Corporation  
PeopleSoft, Inc.  
SAP America, Inc.  
Simplexis  
SunGard Bi-Tech. Inc.  
Sun Microsystems

### HRD/Personnel Directors Meeting

KPMG Consulting, LLP  
Lawson Software  
Oracle  
PeopleSoft, Inc.  
SAP Public Sector  
SearchSoft Solutions  
SunGard Bi-Tech. Inc.  
Teacher to Teacher Inc.

### Chief Operation Officers Meeting

AcquireX.com  
BARAD  
J.E. Dunn  
Evan Newton Incorporation  
Herry International  
Lawson Software

MELRIC Technologies  
SAP Public Sector  
ServiceMaster, Inc.  
Sodexho Marriott Services  
The Facility Group

### Research/Assessment Symposium

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Harcourt Educational Measurement  
N C S Pearson  
Riverside Publishing Company  
Science Weekly  
Scientific Learning  
Vantage Learning

### ERP/MIS Conference 2002

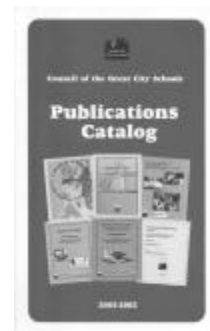
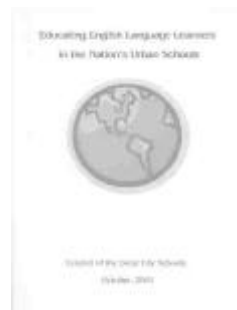
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Power School  
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### Urban Education Technology Conference

Curriculum Advantage  
Integrated Marketing Associate, Inc.  
JDL Technologies & The BLE Group, Inc.  
NETSCHOOLS  
N C S PEARSON  
Power School  
SAP Public Sector

# Publications

- Beating the Odds II: A City-by-City Analysis of Student Performance and Achievement Gaps on State Assessments - June 2002
- Urban School Superintendents: Characteristics, Tenure and Salary - October 2001
- Educating English Language Learners in the Nation's Urban Schools - October 2001
- Publications Catalog - 2001-2002



# Videos

- Town Hall Meeting - “High-Stakes Testing” from the Council’s 2001 Fall Conference in Norfolk, Va.
- William Rasberry, Speaker- Council’s 2001 Fall Conference in Norfolk, Va.
- Bertice Berry, Speaker- Council’s 2001 Fall Conference in Norfolk, Va.
- Walter Mosley, Speaker- Council’s 2001 Fall Conference in Norfolk, Va.

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*Council staff surrounds singer Jerry Butler, center, at Fall Conference.*

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Norfolk	John Simpson	Anna Dodson
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Oklahoma City	William Weitzel	Joseph Clytus
Omaha	John Mackiel	Mona McGregor
Orlando	Ronald Blocker	Linda Sutherland
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