



Council of the Great City Schools



2004-2005
Annual Report



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Photography by Alex Jones & Clarence Tabb Jr.



MESSAGE FROM THE CHAIR

June 30, 2005

In this 49th year of the Council of the Great City Schools, we grew to 65 members and interest in joining ballooned. After serious discussions about expanding to accommodate increased demand, the Executive Committee decided to adhere to our present criteria for membership. The Council is the one clear, credible national voice for genuinely urban students. We decided to keep that focus and not jeopardize our effectiveness.



Why this increased interest? The Council has been strategic, persistent, daring and effective while adhering to the highest standards of professional competence and integrity as it advocates for and assists urban districts to increase student performance and close the achievement gap. Our superb Executive Director, Michael Casserly, has built and maintained a stable, justifiably respected staff team. They are second to none in Washington and we are profoundly grateful for their work.

The Council again published “Beating the Odds,” showing that urban student achievement is continuously improving. Using the report and “Foundations for Success,” districts are seeking to significantly accelerate student progress and discovering how we can learn from each other. Consequently, demand for our strategic support teams has been unprecedented.

For the second year, the Council offered a pre- Fall Conference Workshop with Don McAdams leading teams from Los Angeles, Clark County, Omaha and Newark through case-study sessions that earned high marks for meetings needs of urban school boards.

Working with Deborah Shanley, Chair of the Council of Urban Deans, we began forging a more active, collaborative working relationship between the Council and the Urban Deans’ groups.

This was a year of solid progress on many fronts. I want to thank the membership for the opportunity to serve as Chair this year. I wish the incoming chair, Superintendent Arlene Ackerman, and the Council a successful and productive 50th year.

Judy Farmer
Chair of the Board

MESSAGE FROM THE DIRECTOR

June 30, 2005



I am very pleased and proud to present this report to the membership on the activities of the Council of the Great City Schools during the 2004-2005 program year.

The Council had another excellent year, but like many others, it was a challenging one. The membership of the organization continued to grow this year, hitting a record 65 cities. In addition, attendance at the Council's meetings and conferences climbed to unprecedented levels. Our Annual Fall Conference, hosted by the Clark County Public Schools, was the highest attended event in the Council's history and the best annual meeting of the organization—in a string of very successful fall conferences over the last several years.

The Council had a number of other notable achievements this year. We launched the second in a series of Public Service Announcements that have now been seen or heard by tens of millions of people. The ad—"Tested"—joined the Council's "Thank You" piece in the organization's ongoing efforts to rebuild confidence in urban public education and to knock down stereotypes that people hold about our schools and kids. We also published the fifth edition of our widely recognized "Beating the Odds" series. The new report showed continued improvement in reading and math scores of urban schoolchildren on state tests.

The Council was also pivotal in securing a number of important changes in the Individuals with Disabilities Education Act (IDEA) and is pressing for further flexibility in the regulations-writing process. The organization also took the lead among Washington's education groups in filing a critical *amicus* brief before the U.S. Supreme Court on IDEA. The Council's talented legislative crew was also instrumental in pressing Congress to reinstate suspended E-Rate payments to our members and in leading an important series of discussions with the Federal Communications Commission on E-Rate changes.

The organization, moreover, provided an expanded number of Strategic Support Teams to its members to help them improve student achievement, management, and operations. And the Council convened a highly successful summit conference for superintendents, school board members, and senior staff on high school reform.

Finally, the Council made a number of internal operating, financial, and technical changes this year that will further improve its services in the years to come.

I thank Judy Farmer, Minneapolis School Board member, for her outstanding leadership this year in chairing the organization. Her steady and thoughtful voice was just what the organization needed. And I thank the Council staff, whose tireless work and uncompromising commitment to urban public education are second to none. Thank you.

Michael Casserly
Executive Director

Maria Hinojosa of CNN moderates the Council's Town Hall Meeting on building effective relationships between mayors and superintendents with panelists, left to right, Clark County Superintendent Carlos Garcia, St. Paul Mayor Randy Kelly, Las Vegas Mayor Oscar Goodman and St. Paul Superintendent Pat Harvey.



Sen. Harry Reid, center, receives the Clark County School District's Distinguished Alumni Award from Clark County Superintendent Carlos Garcia, left, and Council Executive Director Michael Casserly.

Council Chair Judy Farmer, left, shares a moment with U.S. Secretary of Education Margaret Spellings as Assistant Secretary Ray Simon and Council Executive Director Michael Casserly look on.



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, 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 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.

St. Paul Mayor Randy Kelly, Las Vegas Mayor Oscar Goodman and St. Paul Superintendent Pat Harvey discuss how mayors and school leaders work together at the Council's Town Hall Meeting.



The 2004 Broad Prize finalists share strategies on improving student achievement at the Annual Fall Conference. Left to right, Charlotte Superintendent James Pughsley, Boston Superintendent Tom Payzant and Norfolk Interim Superintendent Denise Schnitzer.

Denver Superintendent Jerry Wartgow and board member Elaine Gantz Berman listen intently at a session at the Annual Fall Conference.



After giving a session presentation at the Annual Fall Conference, Detroit Public Schools CEO Kenneth Burnley, left, talks with board member Gerald Smith.

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

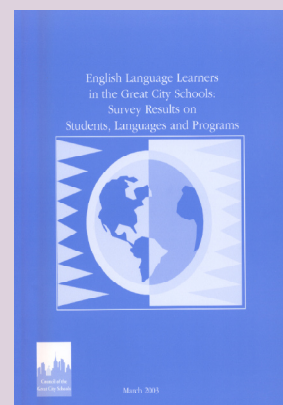
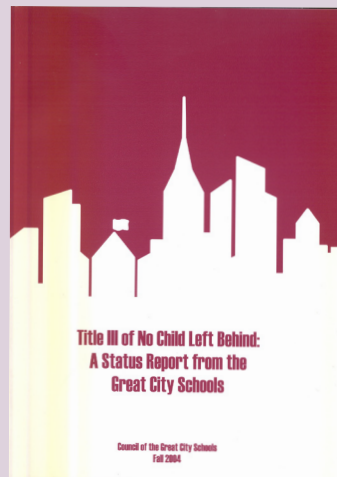
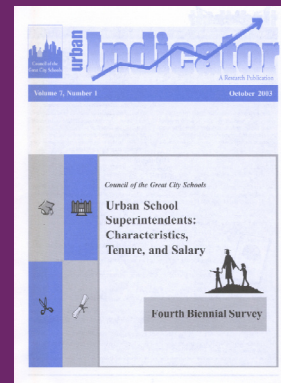
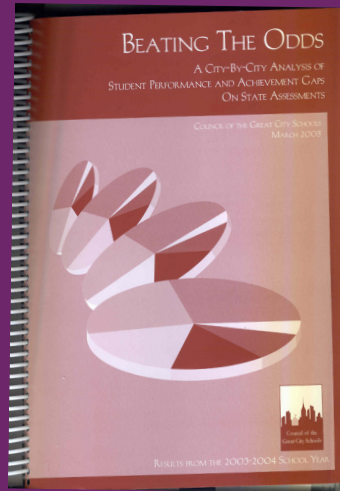
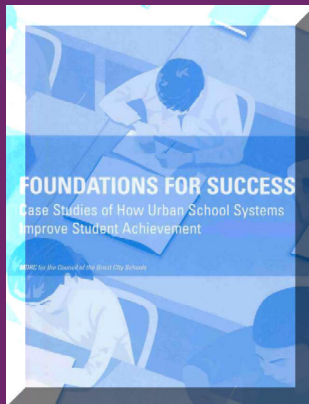
Primary

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 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.

❑ Total student enrollment.....	7.4 million
African American.....	38.3%
Hispanic	32.5%
White.....	22.4%
Asian/Pacific Islander.....	6.4%
Alaskan/Native American.....	0.4%
❑ Free/reduced price lunch eligibility.....	64.2%
❑ English Language Learners.....	16.7%
❑ Students with Individualized Education Programs (IEP's).....	13.0%
❑ Number of languages spoken.....	140
❑ Total number of teachers.....	441,799
❑ Average teacher salary.....	\$41,083
❑ Average expenditures per student.....	\$8,209
❑ Total Revenue	\$60.8 billion
❑ Local.....	40.4%
State.....	49.6%
Federal.....	10.0%

Source: National Center for Education Statistics



CONFERENCES

Public Relations Executives Meeting
Nashville, TN
July 9-11, 2004

Curriculum Directors & Research Leaders Joint Meeting
Baltimore, MD
July 13-17, 2004

Executive Committee Meeting
Anchorage, AK
July 16-17, 2004

Annual Fall Conference
Las Vegas, NV
October 20-24, 2004

Chief Financial Officers Meeting
San Diego
November 3-6, 2004

Executive Committee Meeting
San Francisco, CA
January 14-15, 2005

HRD/Personnel Directors Meeting
San Diego, CA
February 2-5, 2005

Legislative/Policy Conference
Washington, DC
March 12-15, 2005

Chief Operating Officers Conference
San Diego, CA
April 6-9, 2005

Management Information Systems Symposium
Chicago, IL
June 1-4, 2005

Minneapolis Superintendent Thandiwe Peebles takes notes at the Annual Fall Conference.



Christina School District Superintendent Joseph Wise gives a presentation at the Annual Fall Conference.

ANNUAL FALL CONFERENCE

More than 1,000 big-city school superintendents, senior administrators, board members and deans of colleges of education assembled in Las Vegas to attend numerous sessions focused on the challenges facing urban school districts at the Council's 48th Annual Fall Conference, October 20-24, hosted by the Clark County School District.

Under the theme "Public Education, Your Best Bet!" the conference featured an inspiring keynote address by political commentator Tavis Smiley. He urged school leaders to find creative ways to increase parental involvement and make it a higher priority.



Political commentator Tavis Smiley addresses urban educators at the conference.

The talk show host also told educators that their role is to fight for the best interest of every child in America so he or she has access to a high quality education.

The issue of how urban school superintendents and mayors maintain effective relationships was addressed at a 90-minute town hall meeting hosted by Maria Hinojosa, urban affairs correspondent for CNN. Las Vegas Mayor Oscar Goodman, Clark County Schools Superintendent Carlos Garcia, St. Paul Mayor Randy Kelly and St. Paul Schools Superintendent Pat Harvey discussed how mayors and school leaders work together to improve education.

The issue of school funding was addressed by former U.S. senator and ambassador to New Zealand Carol Moseley Braun. A graduate of Chicago Public Schools, Moseley Braun called for the federal government to provide more money for schools.



Former U.S. senator and ambassador Carol Moseley Braun discusses how the federal government funds schools.

Motivational speaker Harry Wong shares his views with conference attendees.



Also addressing the conference was motivational speaker and author Harry Wong, who said that educators must have positive expectations for student success.

The conference also featured a large number of breakout sessions that zeroed in on issues of utmost importance to big-city school leaders.

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 2005 Legislative/Policy Conference, March 12-15.

In what was billed as her first appearance before an elementary and secondary education organization, U.S. Secretary of Education Margaret Spellings addressed conferees and praised the Council for being an early supporter of the *No Child Left Behind* (NCLB) Act, which she credits with changing the educational landscape of the nation.



U.S. Secretary of Education Margaret Spellings discusses with urban educators the *No Child Left Behind* Act at the Legislative/Policy Conference.

Spellings, who is the first mother of schoolchildren to serve as secretary of education, told urban educators that she understands the issues and challenges they are facing and wants to continue working with conferees to implement NCLB in their respective school districts.

Congressman Chaka Fattah stresses the need for more education funding.



Conferees also heard from Rep. Chaka Fattah (D-Pa.), who discussed the need for the nation to spend more money on education to ensure that a quality education is available to all schoolchildren regardless of where they live.

Urban educators received a briefing on the U.S. Department of Education's new secondary schools initiative from Susan Sclafani, the assistant secretary for the office of vocational and adult education.

Sclafani said it was vital that high schools do a better job of educating the nation's students. She told conferees that under the initiative more funding will be available for high schools to provide Advanced Placement courses, and Pell Grant awards will be increased to enable more low-income students to attend college.



Assistant Secretary Susan Sclafani shares her views on how to improve secondary education.

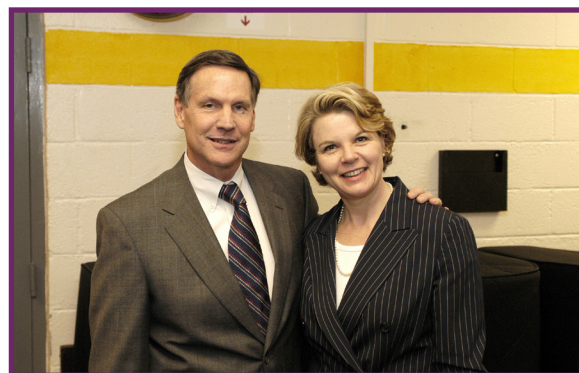
Congressional staffers also briefed conferees on the reauthorization changes in the Individuals with Disabilities Education Act, the Higher Education Act and the Vocational Education Act.

Council Executive Director Michael Casserly discusses the Council's *Beating the Odds V* report at a press conference at the National Press Club in Washington, D.C., as Philadelphia Schools Superintendent Paul Vallas prepares to address the media.



The Council of the Great City Schools' award-winning "Tested" public service announcement was launched in December and televised on numerous television stations nationwide.

San Francisco Superintendent and Council Chair-Elect Arlene Ackerman, left, poses with former U.S. senator and ambassador Carol Moseley Braun.



Council Executive Director Michael Casserly shares a moment with U.S. Secretary of Education Margaret Spellings.

Students from two Minneapolis schools present a \$10,000 check to the American Red Cross International Response Fund for tsunami relief efforts.



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 2004-2005, the Council—

- ❑ Developed and launched a second national advertisement—“Tested”—to join the “Thank You” ad to help improve the image of urban public schools. Both spots have aired on television and radio in major markets throughout the nation.
- ❑ Held a news conference at Washington’s National Press Club to release *Beating the Odds V*, which generated substantial media attention across the country highlighting urban school academic progress. C-SPAN covered the press conference live.
- ❑ Conducted an exclusive Q&A with new U.S. Secretary of Education Margaret Spellings for the *Urban Educator*.
- ❑ Fielded scores of inquiries from such national media outlets as the *New York Times*, *Washington Post*, *USA Today*, CBS News, the *Christian Science Monitor*, The News Hour, and the Associated Press.
- ❑ Represented urban schools on an education advisory committee to *The News Hour with Jim Lehrer*.
- ❑ Convened the organization’s annual town hall meeting, focusing on “How Urban School Superintendents and Mayors Make Their Relationship Work.”
- ❑ Published 10 editions of the award-winning *Urban Educator*.
- ❑ Conducted the Fourth Annual Public Relations Executives Meeting.
- ❑ Wrote op-ed articles published in the *Nation’s Cities Weekly* and *Cincinnati Enquirer*.

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 2004-2005, the Council—

- ❑ Secured \$307 million in targeted Title I funds for member school districts, accounting for almost 50 percent of the \$650 million nationwide increase.
- ❑ Helped secure \$214 million in new special education funds for Council members.
- ❑ Submitted detailed recommendations to the House-Senate conference committee on the reauthorization of the Individuals with Disabilities Education Act (IDEA) and secured numerous changes in the final legislation.
- ❑ Helped secure passage of legislation reinstating E-Rate payments to school districts after a five month suspension in 2004.
- ❑ Helped secure a two-year renewal of the Qualified Zone Academy Bond (QZAB) program, providing \$800 million in school modernization projects.
- ❑ Conducted six conference calls for member special education directors on the provisions of the new IDEA bill, and held several meetings with member staff to develop positions on proposed IDEA regulations.
- ❑ Provided detailed comments to the Department of Education on IDEA regulations.
- ❑ Submitted an *amicus* brief to the United States Supreme Court in *Weast v. Schaffer* on burden of proof issues under IDEA.

- ❑ Joined an *amicus* brief in support of the New York City Schools on private placements of students with disabilities.
- ❑ Filed *amicus* briefs in various federal circuit courts in support of student assignment plans in Louisville and Seattle.
- ❑ Conducted a comprehensive study on how the Great City Schools have implemented major provisions of *No Child Left Behind*.
- ❑ Submitted formal recommendations to the U.S. Department of Education to increase flexibility in the implementation of *No Child Left Behind*.
- ❑ Provided Strategic Support Teams on federal and special education programs to Minneapolis and Charleston.
- ❑ Held a two-day E-Rate summit for urban school technology leaders with key Congressional policymakers and the Federal Communications Commission.
- ❑ Provided technical assistance and answered scores of questions from Council members on federal legislation and NCLB implementation issues.
- ❑ Interceded with a variety of federal agencies on behalf of member districts with grant-in-aid or compliance problems.
- ❑ Briefed member human resource directors on the “highly qualified” requirements for special education teachers under NCLB.
- ❑ Convened the Spring Legislative Conference and provided numerous other forums for legislative liaisons, special education directors, bilingual education directors, and E-Rate coordinators.
- ❑ Fielded scores of information requests from members of Congress and staff.

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 2004-2005, the Council—

- ❑ Convened the annual meeting of Research and Curriculum Directors.
- ❑ Collaborated with the Rand Corporation to analyze NAEP trend data on large central cities.
- ❑ Collaborated with Houghton Mifflin to design a research study to determine the effects of the Knowing Math program.
- ❑ Collaborated with CTB/McGraw Hill to develop alternative methods for assessing the academic growth of urban schools on state assessments.
- ❑ Represented urban school interests before the National Academy of Sciences and the National Assessment Governing Board.
- ❑ Responded to scores of member requests for statistical information and research assistance.
- ❑ Designed a research study to identify best practices in professional development and data use in large urban school districts.
- ❑ Launched a new research effort to determine the effects of different instructional practices on achievement trends in major Ohio cities.

ACHIEVEMENT AND ACHIEVEMENT GAPS

Improving the performance of all students and closing achievement gaps is one of the Council's most important priorities. In 2004-2005 the Council—

- ❑ Published *Beating the Odds V: A City-by-City Analysis of Student Performance and Achievement Gaps on State Assessments*, March 2005.
- ❑ Provided Strategic Support Teams to Cincinnati, Cleveland, Columbus, Dayton, Toledo, and Minneapolis to help improve student achievement.
- ❑ Provided technical assistance to member districts participating in the 2005 Trial Urban NAEP.
- ❑ Conducted numerous presentations to national organizations, community groups, state and federal legislators, business leaders, and local officials on findings from the Council's *Foundations for Success* report.
- ❑ Convened a special meeting in collaboration with the U.S. Department of Education for member districts in "district improvement" status to discuss strategies for meeting Adequate Yearly Progress requirements under NCLB.

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 2004-2005, the Council—

- ❑ Convened a special day and a half symposium at the Fall Conference on urban school governance and board-superintendent relations.
- ❑ Published the results of a new study on the characteristics of school boards and board members in the nation's urban schools.
- ❑ Published a primer on the superintendent search process for member school boards.
- ❑ Provided Strategic Support Teams to Anchorage, Cleveland, the District of Columbia, Guilford County, Jefferson County, Philadelphia, Shreveport and St. Louis to improve management, operations, finances and administration.
- ❑ Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, and Chief Information Officers.
- ❑ Convened member working groups to develop standards, specifications and benchmarks for urban school finances, human resources and business operations.
- ❑ 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 2004-2005, the Council—

- ❑ 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, Clark County, and Houston.
- ❑ Operated the Great City Teacher Project to recruit special education teachers in Houston, Clark County, and Fort Lauderdale.
- ❑ Completed a survey of the Great City Schools to determine progress in meeting NCLB's highly qualified teacher requirements.
- ❑ Convened a special summit in collaboration with the U.S. Department of Education on urban high school redesign.

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 2004-2005, the Council—

- ❑ Began design of a study to document best practices for the instruction of English language learners in the Great City Schools.
- ❑ Responded to numerous member requests for information on Title III of NCLB and on programs for 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 2004-2005 the Council—

- ❑ Conducted a special survey on urban school expenditure patterns in the 2004-2005 school year.
- ❑ Collected new data comparing urban school expenditures with surrounding suburban districts.
- ❑ Provided a specially developed urban student finance curriculum in both English and Spanish to the member districts.

ORGANIZATION AND ADMINISTRATION

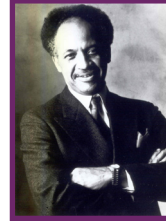
The Council works tirelessly to manage its resources and ensure the integrity of its programs. In 2004-2005 the Council—

- ❑ Secured a new auditor to review the organization's finances.
- ❑ Conducted an outside audit of the organization's 2003-2004 spending.
- ❑ Upgraded the organization's software for managing resources and conferences.
- ❑ Arranged the Annual Fall Conference in Las Vegas and 12 staff forums.
- ❑ Boosted net revenues from annual meetings.
- ❑ Upgraded the organization's database systems and mailing lists.
- ❑ Initiated an online conference registration system for the membership.

AWARDS

RICHARD R. GREEN AWARD

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.



Richard R. Green

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

Tom Payzant, superintendent of the Boston Public Schools, was presented the award at the 2004 Fall Conference in Las Vegas. Dr. Payzant has been at the helm of the Boston school system since 1995 and during his tenure the district has seen dramatic improvement in student achievement, with increased test scores on both state-mandated tests and SAT college entrance exams.

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.



Queen Smith

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

Jimmie A. Johnson, a member of the Duval County School Board in Jacksonville, Fla., was the winner of the award at the 2004 conference.

Richard R. Green Award Winners

1989 Harry Davis, Retired Member	Minneapolis School Board
1990 James Griffin, Retired Member	St. Paul School Board
Timothy Dyer, Executive Director	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	Houston Independent School District
Judy Farmer, Board Member	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	Charlotte-Mecklenburg Public Schools
Franklin Till, Superintendent	Broward County Public Schools
2004 Tom Payzant, Superintendent	Boston Public Schools

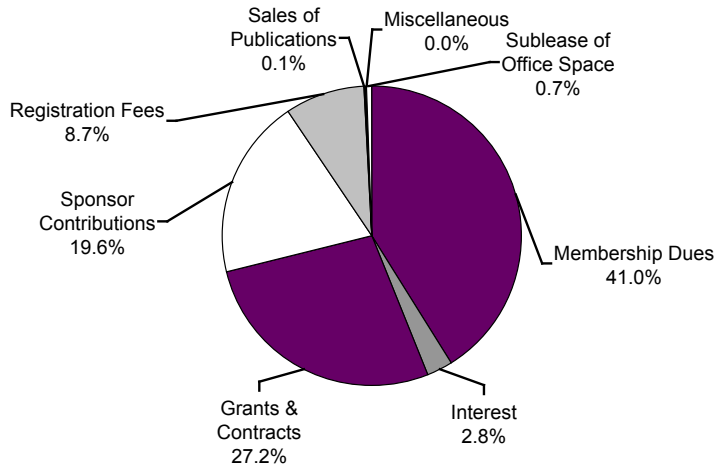
Tom Payzant displays his Richard R. Green Award and is congratulated by his wife Ellen.



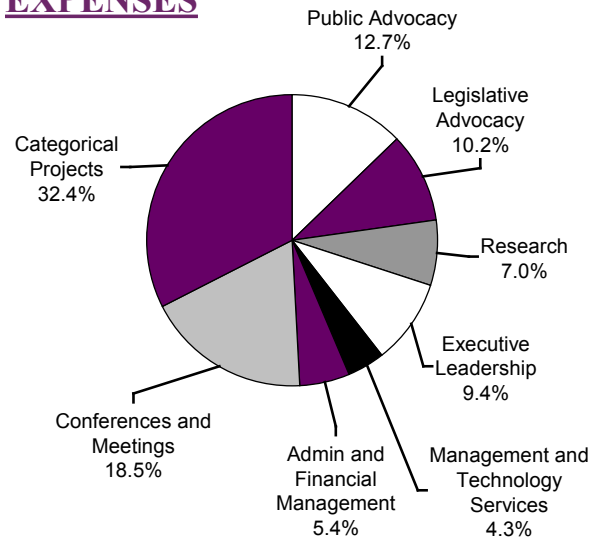
Kelly Green-Hardwick, daughter of the late Richard R. Green, reminisces about her father during the Richard R. Green ceremony.

FINANCIAL REPORT

REVENUES



EXPENSES



	Audited Report FY03-04	Audited Report FY04-05
Revenue		
Membership Dues	\$1,898,560	\$1,945,607
Interest	108,097	131,993
Grants & Contracts	1,519,344	1,289,066
Sponsor Contributions	963,696	927,350
Registration Fees	299,439	411,863
Sale of Publications	9,345	4,805
Miscellaneous	0	0
Sublease of Office Space	21,687	32,376
Total Revenue	\$4,820,168	\$4,743,060
Expenses		
Public Advocacy	\$316,202	\$521,140
Legislative Advocacy	377,431	415,359
Research	221,574	287,485
Executive Leadership	317,556	384,792
Management and Technology	166,525	176,313
Admin & Financial Management	341,757	222,709
Conferences & Meetings	942,805	756,572
Categorical Projects	1,531,897	1,327,508
Total Expenses	\$4,215,747	\$4,091,878
Change in Net Assets	\$604,421	\$651,182
Net Assets, Beginning	\$1,570,783	\$2,175,204
Net Assets, Ending	\$2,175,204	\$2,826,386

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Deloitte & Touche
IBM
Lawson Software
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Riverside Publishers
SchoolNet, Inc.
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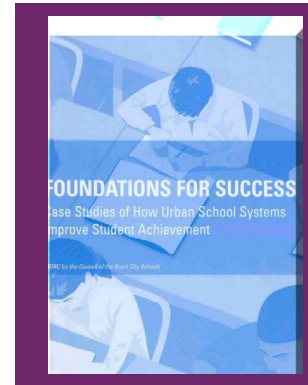
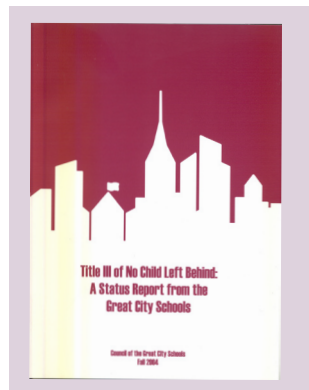
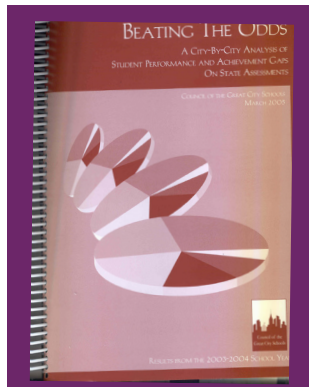
2005 Chief Operating Officers Conference

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PUBLICATIONS



- ❑ Beating the Odds: A City-by-City Analysis of Student Performance and Achievement Gaps on State Assessments - March 2005
- ❑ Title III of No Child Left Behind: A Status Report from the Great City Schools - Fall 2004
- ❑ Foundations for Success: Case Studies of How Urban School Systems Improve Student Achievement - September 2002

VIDEOS



- ❑ Town Hall Meeting - “How Urban School Superintendents and Mayors Make Their Relationship Work” from the Council’s 2004 Fall Conference in Las Vegas.
- ❑ Town Hall Meeting - “Brown v. Board of Education” from the Council’s 2003 Fall Conference in Chicago.

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Tavis Smiley, left,
poses with Council
staff at the Fall
Conference.



The Council's leg-
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conferees at the
Legislative/Policy
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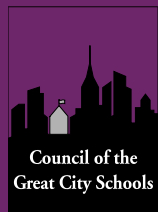
Deborah Shanley, Brooklyn College CUNY Dean

Ex Officio

**Cover Photos: Top Row: Students from Atlanta Public Schools
Bottom Row: Students from Cleveland Municipal School District and Minneapolis
Public Schools**

Inside Photo: Student from Miami-Dade County Public Schools

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