

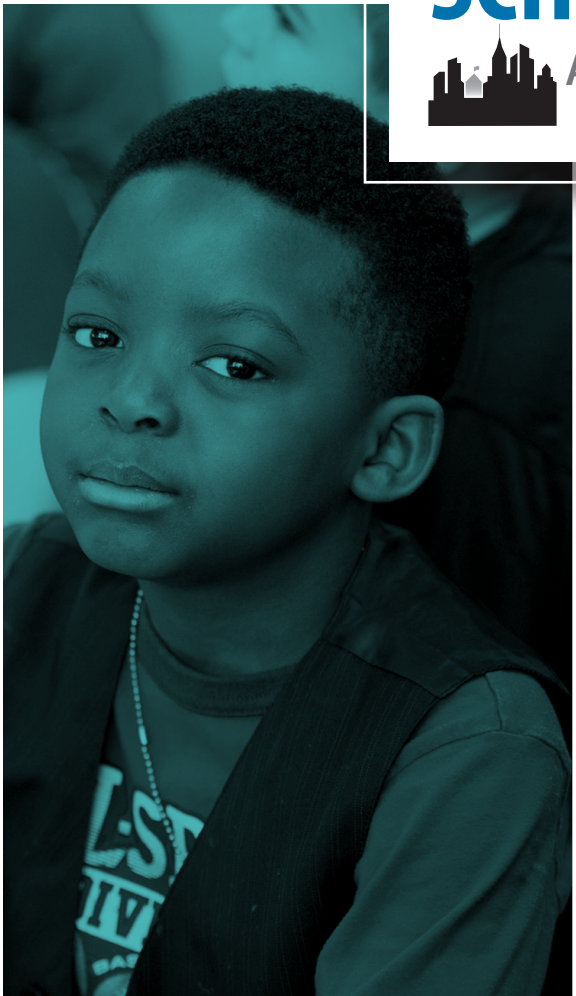


COUNCIL OF THE GREAT CITY SCHOOLS 2015-



ANNUAL
REPORT

2016



OFFICERS

Chair of the Board

Richard Carranza, San Francisco Superintendent

Chair-Elect

Felton Williams, Long Beach School Board

Secretary/Treasurer

Kaya Henderson, District of Columbia Chancellor

Immediate Past Chair

Jumoke Hinton Hodge, Oakland School Board

MEMBERS

Thomas Ahart, Des Moines Superintendent

José Banda, Sacramento Superintendent

JoAnn Brannon, Nashville School Board

Juan Cabrera, El Paso Superintendent

Marnell Cooper, Baltimore School Board

Paul Cruz, Austin Superintendent

Darrienne Driver, Milwaukee Superintendent

Doretha Edgecomb, Hillsborough County School Board

Lawrence Feldman, Miami-Dade County School Board

Eric Gordon, Cleveland CEO

Michael Hanson, Fresno Superintendent

Barbara Jenkins, Orange County Superintendent

Pam Knowles, Portland School Board

Michael O'Neill, Boston School Committee

Ashley Paz, Fort Worth School Board

Paula Wright, Duval County School Board

Ex Officio

Deborah Shanley, Brooklyn College CUNY Dean

Report Prepared by:

Tonya Harris, Communications Manager

Henry Duvall, Director of Communications

Marilyn Gates Davis, Graphic Design Consultant

Photography by: Alex Jones, Clarence Tabb Jr. and Ron Thomas

Cover Photo: Top Row, left: Students from Portland Public Schools; right: Students from Fresno Unified School District;

Bottom row: left, Student from Des Moines Public Schools, right: Students from Long Beach Unified School District

Page 1 Photo: Student from Long Beach Unified School District; Page 4 Photo: Students from Des Moines Public Schools; Page 5 Photo: Student from Milwaukee Public Schools; Page 7 Photo: Students from Dallas Independent School District; Page 10 Photo: Student from Fresno Unified School District; Page 11 Photo: Students from Metropolitan Nashville Public Schools; Page 24 Photo: Students from Clark County Public Schools



- 2 Message from the Chair
- 3 Message from the Director
- 5 About the Council
- 7 Vision
- 9 Organizational Structure
- 11 Characteristics and Conferences
- 12 Annual Fall Conference
- 13 Legislative/Policy Conference
- 15 Highlights of Council Activities
- 19 Award Programs
- 21 Financial Report
- 22 Sponsors
- 23 Publications
- 24 Council Staff

June 30, 2016

I am pleased to join with our executive director to present this year's annual report to the membership. It describes what the Council of the Great City Schools is all about, what it has accomplished, and what it strives to do.

Rather than describing all the things you will find in this report, I'd like to spend a moment letting you know what the year as your chair has meant to me. Many of you know that I have worked my way up the system from being a classroom teacher in Tucson many years ago to now leading the San Francisco schools. I have had the privilege of working with many great educators and for a number of fine superintendents and school board members. I have also been fortunate enough to serve with other national groups. But few people understand the thrill it is to lead a national organization with the reach and import of the Council of the Great City Schools.



Other organizations have their place, but no one fulfills their mission with the seriousness of intent, the expertise, the determination, and sheer doggedness of the Council. The membership never has to worry that its organization is not providing first-rate technical assistance; it never has to fret that the Council is compromising its values; and it never has to be concerned that we are not front and center of their work every day. Our members would be stunned to realize the full breadth and impact of the work they do and the high regard in which it is held.

Over the December holidays, I traveled to Washington to attend the Council's annual staff lunch and to present along with our secretary/treasurer Kaya Henderson an award to our outgoing U.S. Secretary of Education Arne Duncan. I did not realize until I got to the staff lunch that our executive director typically reads a holiday poem into which he has embedded the names of every staff member. (I got my own stanza this year.) And he does a recitation of all the things they have accomplished over the course of the year. This year's list took 20 minutes to read, and I was so impressed by what our staff had done this year that I asked for the list to be included in our January executive committee materials for everyone to see. Any organization would have been lucky to have accomplished one item on that list, much less all the things that are described in this report.

To have served as the chair of the board for a group like this is one of the highlights of my career. It was a high point not just for the honor of being chosen by my colleagues to lead the group this year, but because it meant leading an organization whose importance to the future of urban public education in this nation is second to none. And I would be remiss if I didn't say that the experience was a thrill because it meant working with my friends and colleagues of so many years. Our membership is really like a family and I love it like my own.

I would like to thank three groups as I close my year. First, I thank the Long Beach schools for hosting our annual meeting this year. It was superb. Second, I thank all of the members of the Council's executive committee and its officers. We accomplished a great deal, and I didn't deserve to have so much fun as we were doing everything we did. Finally, I thank the staff of the Council. Our confidence in you is strengthened every time we are together. Your work continues to be outstanding. Thank you.

Richard Carranza
Chair of the Board

June 30, 2016

I am pleased and proud to present this annual report to the membership on the activities of the Council of the Great City Schools during the 2015-16 program year.

The Council had an extraordinary year. Singular among the organization's accomplishments this year was the amazing work the organization did to protect the federal Title I formula during the reauthorization of the new Every Student Succeeds Act. A number of proposals to dilute the formula were on the table during the legislative process that would have stripped upwards of \$650 million out of the member urban school systems.

Ultimately, the bill had positive features and negative ones, but it was the retention of the formula that earned the Council's support of the bill at the end of the day.



In addition, the Council released its long-awaited testing inventory. The study, which was prompted by the group's board of directors, provided some badly needed evidence to the fractious national debate about the amount of testing that our schools do. The results were published in front-page stories in every major news outlet nationwide, and prompted an Oval Office meeting with President Obama.

Moreover, the year saw the release of new NAEP scores showing a number of our city school systems posting gains while the nation dipped in reading and math performance. The Council was also able to help secure the funding necessary to expand the Trial Urban District Assessment program by six cities.

The Council's public service announcements also continued to run full speed nationwide in support of the Common Core State Standards. By the end of May, the spots had been seen or heard in English and Spanish some 218 million times over a 16 month period.

Furthermore, the Council released its widely praised GIMET tool to help school districts choose instructional materials grade-by-grade that are compatible with college and career ready standards. And the Council completed the initial stages of an effort to incent textbook publishers to produce better instructional materials for English Language Learners; it launched its new academic key performance indicators; and it published the annual *Managing for Results* report that continues to provide critical operational benchmarking for our membership. On top of everything else, the Council secured new office space and moved our headquarters.

Finally, our annual fall conference in Long Beach, hosted by the Long Beach Unified School District, was the best meeting that the organization has ever held, and our spring legislative conference continued to keep the membership informed about key federal legislative and policy issues.

I thank Richard Carranza, superintendent of the San Francisco Unified School District, for his extraordinary leadership in chairing the Council's board of directors this year. His electrifying speech at the Fall Conference brought everyone to their feet and defined the work of the organization throughout the year. I also thank the Council's extraordinary staff who continue to perform at the top of their games on behalf of the membership. I am very fortunate to be surrounded by such a dedicated team of individuals who work every day with tremendous expertise to serve our urban schools and children. Thank you.

Michael Casserly
Executive Director



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, communications, 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; 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 wellspring 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.



Top photo: President Obama meets with teachers and representatives of states and school districts who attended the Council's press conference on the release of a new testing study. (Photo by Pete Souza)



Bottom photo: Council Executive Director Michael Casserly, left, honors U.S. Secretary of Education Arne Duncan in December before he stepped down from his post of seven years. Looking on are Council Chair Richard Carranza, superintendent of San Francisco public schools, and Secretary-Treasurer Kaya Henderson, chancellor of District of Columbia Public Schools, at Duncan's office.

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 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 schoolchildren





Top photo: Boston Schools Superintendent Tommy Chang, left, and Boston school committee chair Michael O'Neill listen to Education Secretary John King at the Legislative Conference.

Bottom photo left: Birmingham Schools Superintendent Kelley Castlin-Gacutan facilitates a session at the Annual Fall Conference.

Bottom photo right: Sacramento Schools Superintendent José Banda, left, talks with Dayton school board member Ronald Lee at the Legislative Conference.

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, depending on its urban characteristics.

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. These included a **School Finance Task Force** to explore ways to challenge urban school funding inequities around the nation and an **English Language Learners and Bilingual Education Task Force** to focus on issues around the education of English language learners.

A **Task Force on Achievement** 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.



Characteristics of the Great City Schools

Total Student Enrollment	7.3 million
Hispanic	40%
African American	29%
White	20%
Asian/Pacific Islander	8%
Alaskan/Native American	1%
Free/Reduced Price Lunch Eligibility	70%
English Language Learners	17%
Students With Individualized Education Plan (IEP's).	14%
Total Number of Teachers	423,244
Student-Teacher Ratio	17:1
Number of Schools	12,117

Source: National Center for Education Statistics

Conferences

Public Relations Executives Meeting
July 10-12, 2015
Nashville, TN

Curriculum & Research Directors Meeting
July 15-18, 2015
Chicago, IL

Annual Fall Conference
October 7-11, 2015
Long Beach, CA

Chief Financial Officers Conference
November 3-6, 2015
Houston, TX

HRD/Personnel Directors Meeting
February 9-12, 2016
Las Vegas, NV

Legislative/Policy Conference
March 19-22, 2016
Washington, DC

Chief Operating Officers Conference
April 12-15, 2016
Charlotte, NC

Bilingual, Immigrant & Refugee Education Directors Meeting
May 11-14, 2016
Anchorage, AK



Fareed Zakaria delivers a global perspective on education.



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 59th Annual Fall Conference, October 7-11 in Long Beach, Calif.

Hosted by the Long Beach Unified School District, more than 1,000 urban school superintendents, senior administrators, board members and deans of colleges of education assembled under the banner, “Sailing to Success in Urban Education.”

Urban students took center stage at a riveting and heartfelt 90-minute town hall meeting moderated by National Public Radio journalist Maria Hinojosa. The town hall featured students from New York City Public Schools, the San Francisco Unified School District and the Long Beach Unified School District in an honest discussion focusing on education, race and their futures.

CNN host Fareed Zakaria shared his views on how the United States can improve its educational system, which he believes is the best in the world, and urged educators to teach students in a way that excites their imagination.

Also addressing the conference was Los Angeles school board member George McKenna, whose story of turning around a low-performing high school was turned into an award-winning television movie starting actor Denzel Washington.



Middle photo: Los Angeles school board member George McKenna discusses the importance of urban educators.

Bottom photo: NASA astronaut José Hernandez tells his compelling life story.

Conferees also heard from José Hernandez and his inspiring story of how he went from the son of immigrant farm workers to a NASA astronaut.

Urban school leaders converged in the nation's capital March 19-22 to discuss the Every Student Succeeds Act (ESSA), the bipartisan education law signed by President Obama in December.

Conferees heard from U.S. Secretary of Education John King, who discussed ways big-city educators can use ESSA as an opportunity to drive the nation closer to the goal of equity.

He noted that President Obama would not have signed ESSA if he didn't believe the law would not advance the civil rights legacy found in the original Elementary and Secondary Education Act, adopted in 1965.

"In this new law, we have important opportunities, but the measure of our success is can we collaborate to take advantage of those opportunities?" asked King. "Can we use those opportunities to advance equity and excellence in all of our students?"

In his address to urban educators, King praised the Council for releasing a student testing report that he believes "helped launch a



U.S. Secretary of Education John King praises the Council for its study on student testing.



Congresswoman Marcia Fudge discusses the new education law.

national conversation" on ways to replace low-level bubble tests with more rich performance-based assessments, and cited school systems such as Boston, Dallas, Seattle and Sacramento for ensuring the time students are spending on tests is focused on quality instruction.

Conferees also heard from Rep. Marcia Fudge (D-Ohio), who serves on the U.S. House of Representatives Education and the Workforce Committee.

Rep. Fudge told urban educators she strongly supports ESSA because it preserves Title I funding, helps close the achievement gap and makes a quality education available for all children regardless of their family or zip code.

An immediate past chair of the Congressional Black Caucus, Fudge noted that the United States educates the most diverse student body in the world and believes the nation must do all it can to ensure that children succeed.



Top photo: Council Executive Director Michael Casserly discusses the release of the Council's two-year study on school testing at a press conference and panel discussion at the National Press Club. The panel featured, left to right, U.S. Secretary of Education Arne Duncan, Council of Chief State School Officers Executive Director Chris Minnich, incoming Acting Secretary of Education John King,

North Carolina State School Superintendent June Atkinson and Miami-Dade Schools Superintendent Alberto Carvalho.

Bottom photo: Big-city students participate in the Council's town hall meeting on education, race and their futures at the Annual Fall Conference.

COMMUNICATIONS

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 2015-16, the Council—

- Held a press conference and panel discussion to release *Student Testing in America's Great City Schools: An Inventory and Preliminary Analysis*, which was televised live on C-SPAN and garnered wide-spread press coverage and editorials.
- Participated in an Education Writers Association (EWA) panel on student testing.
- Participated in the release of the 2015 Trial Urban District Assessment (TUDA) results.
- Launched the Males of Color website – www.malesofcolor.org
- Participated in an NBC News Education Nation Twitter Chat on “Education as Empowerment: Supporting Males of Color.”
- Wrote a blog post titled “*Common Core in America's Great City Schools – Optimism Amidst the Noise*,” published by the Alliance for Excellent Education.
- Saw the Council’s Common Core Public Service Announcements (PSAs) aired more than 28,000 times on television and radio nationally, with more than 218 million audience impressions.
- Coordinated a National Town Hall Meeting titled “Urban Students Speak Out on Education, Race and Their Futures,” moderated by journalist Maria Hinojosa of National Public Radio.
- Issued more than a dozen press releases on Council activities and developments.
- Fielded scores of inquiries from national and regional media outlets, such as the *New York Times*, *Washington Post*, National Public Radio and the Associated Press.
- Managed the CGCS’ ExxonMobil Bernard Harris Math and Science Scholarships.

LEGISLATION

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 2015-16, the Council—

- Successfully prevented major Title I funding formula changes that would cut hundreds of millions of dollars in federal assistance to the Great City Schools from being included in the new Every Student Succeeds Act (ESSA) of 2015.
- Provided dozens of comments to the House and Senate ESSA conference committee, and secured significant fiscal and programmatic protections for urban schools in the final legislation.
- Participated in multiple meetings with U.S. Department of Education officials after the passage of the new law to discuss priorities and operational flexibility in the implementation of ESSA.
- Nominated an urban superintendent to participate in the federal Negotiated Rulemaking process, and provided support, policy research, and counsel during the development of regulations.
- Convened numerous conference calls to brief the membership on details of the new federal education law.
- Provided testimony on the implementation of ESSA before the Senate Committee on Health, Education, Labor, and Pensions.
- Submitted testimony and written comments to the U.S. Department of Education on needed regulations and guidance to assist school districts with the implementation of the ESSA.
- Advocated successfully for more operational flexibility in the House school meals legislation while maintaining high nutrition standards.
- Submitted recommendations to Congress on the reauthorization of the Perkins Career and Technical Education Act, highlighting the need for simplification and flexibility.
- Submitted comments to the U.S. Department of Education on the overidentification of students for special education services and disciplinary action.

- Launched a new webinar series on legal issues facing the Great City Schools in partnership with Husch Blackwell focusing on the Males of Color initiative, Title IX and sexual violence, guns in schools, and accommodating transgender students and staff.
- Participated in an *amicus* brief before the U.S. Supreme Court supporting the Administration's Deferred Action on immigrant children and their parents (DACA/DAPA).
- Provided strategic support teams to member districts on their special education services and provided dozens of recommendations for improvement.
- Hosted weekly conference calls with member districts and the Universal Service Administrative Company (USAC) to resolve problems in the new E-Rate application portal.
- Advocated successfully for a four-week extension of the FCC E-Rate filing deadline in 2016.
- Convened the Annual Legislative/Policy Conference with four days of briefings on the ESSA, the Bipartisan Budget Agreement, and federal funding for the upcoming 2016-17 school year.
- Served as an intermediary for the membership in resolving problems with the U.S. Department of Education and responded to scores of questions on federal legislation.
- Fielded multiple information requests from Congress, White House, U.S. Department of Education, U.S. Department of Agriculture, Federal Communications Commission, and other federal agencies.
- Published a primer on the operations of the U.S. Office of Civil Rights.

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 2015-16, the Council—

- Published *Student Testing in America's Great City Schools: An Inventory and Preliminary Analysis* that provided the first-ever inventory of testing practices in the nation's schools that prompted an Oval Office meeting with President Obama.
- Conducted research on urban school progress on the 2015 Trial Urban District Assessment of NAEP.
- Expanded the number of districts that could participate in NAEP.
- Conducted statistical analyses of proposed amendments to ESSA to determine the effects on Council member districts.
- Represented urban school district interests at meetings of the: American Educational Research Association, Partnership for Readiness for College and Careers, Smarter Balanced Assessment Consortium, National Assessment Governing Board, National Center for Education Statistics, Coalition of Schools Educating Boys of Color, Association of Latino Administrators and Superintendents, National Association of Assessment Directors, Directors of Research and Evaluation, White House Domestic Policy Council, White House Initiative on Educational Excellence for African Americans, White House My Brother's Keeper Initiative, National Association for the Education of Young Children, Council of Chief State School Officers, Council of Large Public Housing Authorities, and Educational Testing Service.
- Responded to numerous member requests for statistical information and research assistance.
- Conducted special analysis of student achievement levels, changing demographics, school climate (suspensions and expulsions) and district and school improvement.
- Convened the 2015 Annual Research and Curriculum Directors Meeting in Chicago, IL.

ACHIEVEMENT AND PROFESSIONAL DEVELOPMENT

Improving the performance of all students and closing achievement gaps is one of the Council's most important priorities. In 2015-16, the Council—

- Developed *Indicators of Success*, a tool to help districts assess their progress in implementing college- and career-readiness standards.

- Convened the Achievement Task Force at the Annual Fall Meeting and March Legislative Meeting.
- Convened numerous meetings of the organization's common core advisory committees.
- Convened multiple workshops and institutes for member districts on implementation of the common core and college- and career- readiness standards and assessments.
- Developed and launched a groundbreaking set of academic Key Performance Indicators to help gauge member progress.
- Disseminated the Council's Grade-level Instructional Materials Evaluation Tool (GIMET) to help districts select materials aligned to college- and career- readiness standards.
- Collaborated with the Vermont Writing Project to offer member districts professional development on enhancing expository and narrative writing.
- Partnered with the University of Chicago's Center for Elementary Mathematics and Science Education on a computer science toolbox for K-12 teachers and administrators.
- Made multiple presentations to organizations on the common core and college- and career- readiness standards while representing urban districts and their work.
- Provided feedback to Achieve on their EQuIP tool and to Student Achievement Partners on their Instructional Materials Evaluation Tool (IMET).
- Expanded the Basal Alignment Project, Anthology Alignment Read-Aloud Project, and Text Set Projects.
- Updated www.commoncoreworks.org to provide greater access to materials.
- Provided districts receiving Wallace Foundation Principal Supervisor Initiative (PSI) grants with early feedback on their progress and next steps.

LEADERSHIP, GOVERNANCE, AND MANAGEMENT AND SCHOOL FINANCE

The Task Forces on Leadership, Governance, and Management, and School Finance address the quality and tenure of leadership and management in and funding of urban schools. In 2015-16, the Council—

- Conducted a comprehensive survey of member school boards and their governance practices, the results of which were used to provide school board training in a number of cities.
- Conducted strategic support team reviews of the human resources, facilities, budget and finance, transportation, and technology operations of member districts.
- Convened meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, Chief Information Officers, Chiefs of Safety & Security, Facilities Directors, Transportation Directors, Internal Auditors, Risk Managers, and Procurement Directors.
- Published the final report of the Risk Management Working Group, *Enterprise Risk Management in the Great City Schools*.
- Published the eleventh edition of *Managing for Results in America's Great City Schools, 2015* with an expanded set of key performance indicators.
- Managed the Council's Urban School Executive Program (C'USE) for aspiring Chief Financial Officers.
- Conducted two meetings of the School Finance and Leadership, Governance, and Management Task Forces.
- Fielded numerous member requests for management information and services.

BILINGUAL, IMMIGRANT AND REFUGEE EDUCATION

America's urban schools serve more than 26 percent of the nation's English language learners. In 2015-16, the Council—

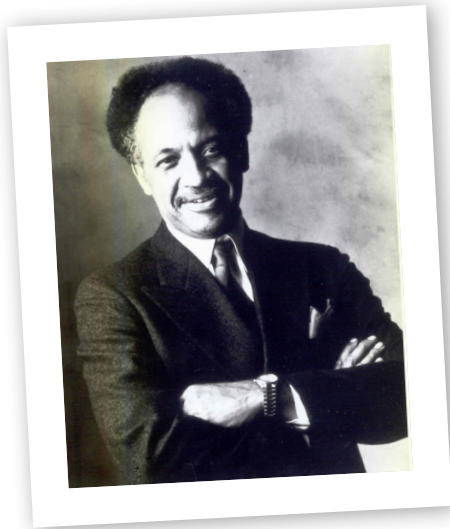
- Analyzed and provided feedback to Congressional staff on the effect of ELL-related provisions in ESSA.

- Worked with Department of Education staff on ELL accountability provisions in ESSA.
- Provided strategic support team reviews of ELL programming in member districts and ongoing technical assistance to others.
- Conducted multiple surveys of district practices on the identification and re-classification of ELLs, and the enrollment of immigrant students and unaccompanied minors.
- Monitored the number of refugees who settled in the United States and provided updates to Council member districts.
- Researched OCR cases and guidance on establishing Newcomer Centers for newly arrived ELLs and provided districts with suggested parameters.
- Worked with the Department of Justice, Department of Education, and relevant non-profit organizations on the issue of young girls and women at risk of female genital mutilation.
- Participated in a national convening of ELL experts to determine how Open Educational Resources can incorporate ELL supports.
- Participated in numerous discussions with textbook publishers on the need for instructional materials that address the needs of ELLs.
- Coordinated a comprehensive review of ELL instructional materials from four major publishers.
- Assembled a team of experts and district practitioners to develop criteria for selecting instructional materials in mathematics for ELLs and other students with language-related needs.
- Secured a \$1 million grant from the Helmsley Charitable Trust to design professional development tools for teachers working with high-need students who are below grade level.
- Supported ongoing implementation of new standards for ELLs in member districts.
- Convened the annual meeting of the Bilingual, Immigrant, and Refugee Education Directors in Anchorage.

ORGANIZATION AND ADMINISTRATION

The Council works to manage its resources and ensure the integrity of its programs. In 2015-16, the Council—

- Conducted an external audit of the organization's 2014-15 spending and received unqualified audit results.
- Managed 15 strategic support team visits, 10 grants, 10 programs, and 16 conferences and specialty meetings.
 - Hosted the 2015 Annual Fall Conference in Long Beach.
- Maintained the online conference registration and hotel reservation system for all meetings.
- Negotiated a three-year contract for the annual spring Legislative Conference, as well as the contracts for the 2018 Annual Fall Conference in Baltimore and other meetings.
- Continued the cleanup of the organization's database. Cleaned out old files and converted to e-files.
- Negotiated with a new provider for staff benefits for basic life insurance and short & long term disability insurance, saving the organization \$16.5K a year in premiums.
- Identified potential new Council headquarters, negotiated a ten-year lease with free rent for 12 months, negotiated a higher-than-standard tenant improvement allowance, worked with architects, general contractors, and the landlord during space buildout. Purchased new furniture and donated old furniture and equipment. Coordinated the physical move of the office.
- Arranged for a new VoIP phone system at the new office, and oversaw the installation of state-of-the-art audiovisual technology in the new conference room.

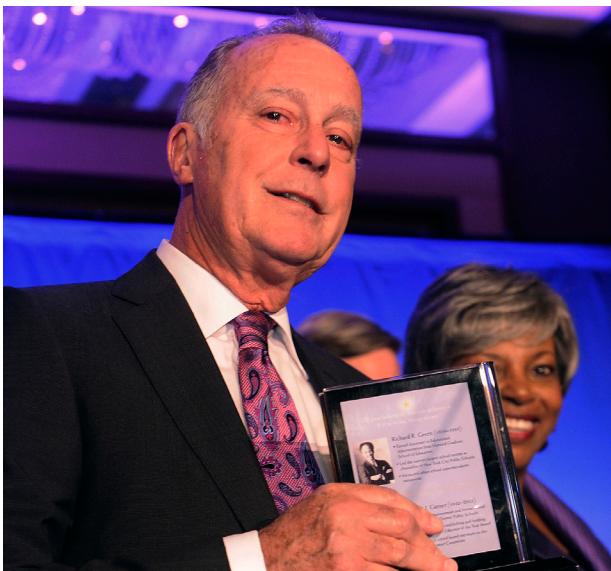


GREEN-GARNER AWARD

During the annual fall conference, the Council bestows the Green-Garner 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 superintendent and New York City Public Schools chancellor, and Edward Garner, a businessman and former school board president of the Denver Public Schools.

The award, sponsored by ARAMARK Education and Voyager Sopris Learning, includes a \$10,000 college scholarship to be presented to a senior in the winner's school system or system from which the winner graduated.

William "Bill" Isler, board member for Pittsburgh Public Schools, received the award at the 2015 Fall Conference in Long Beach, Calif. Isler has served on the board since 1999, and under his leadership he helped the school system regain lost community philanthropic funding and has contributed to efforts in increasing student academic success, which has resulted in higher graduation rates and more students attending postsecondary institutions.



Pittsburgh school board member William Isler holds his Green-Garner award as Voyager's Carolyn Gettridge looks on.

1990 James Griffin, Retired Member Timothy Dyer, Former Superintendent	St. Paul School Board Phoenix Union High School District
1991 Paul Houston, Former Superintendent	Tucson Public Schools
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 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 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
2007 Elizabeth Reilinger, Board Member	Boston Public Schools
2008 Pascal Forgione, Superintendent	Austin Independent School District
2009 Emmett Johnson, Board Member	Atlanta Public Schools
2010 Arlene Ackerman, Superintendent	The School District of Philadelphia
2011 Candy Olson, Board Member	Hillsborough County Public Schools
2012 Carol Johnson, Superintendent	Boston Public Schools
2013 Denise Link, Board Member	Cleveland Metropolitan School District
2014 Terry Grier, Superintendent	Houston Independent School District
2015 Bill Isler, Board Member	Pittsburgh Public Schools

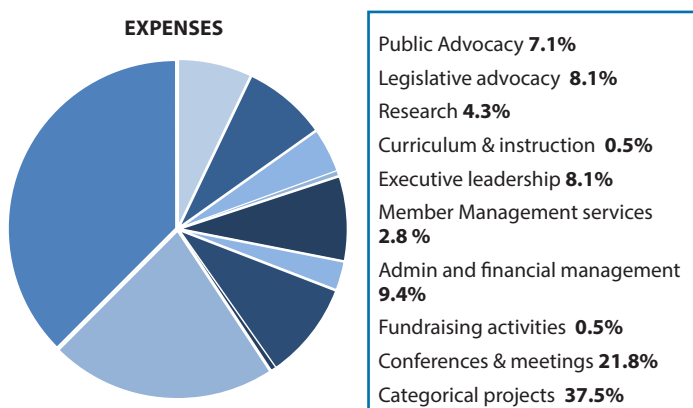
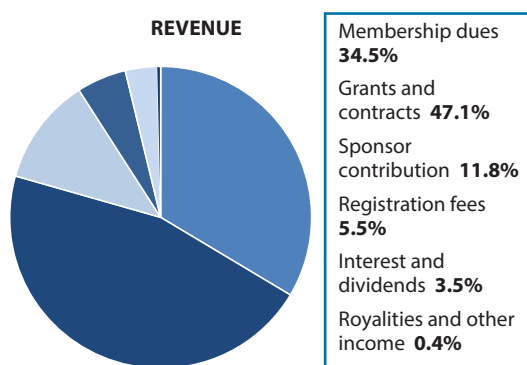
Queen Smith Award For Commitment to Urban Education

Melissa Collins, a third-grade teacher at John P. Freeman Optional School in Memphis, was the recipient of the Queen Smith Award for Commitment to Urban Education. Sponsored by the Macmillan/McGraw-Hill Publishing Co., the award is named in honor of the company's late vice president of urban programs.

Shirley S. Schwartz Urban Education Impact Award

The Council of the Great City Colleges of Education, an affiliate group of deans working with big-city school leaders, presented the seventh annual Dr. Shirley S. Schwartz Urban Education Impact Award to Wichita State University (WSU) and Wichita Public Schools for their Wichita State University Professional Development School Program, which provides WSU education students with elementary and secondary preparation for urban schools. The award honors an outstanding partnership between a university and urban school system and is named in honor of the Council's director of special projects who died in March 2009.

Financial Statement for the year ending June 30, 2016



AUDITED REPORT
FY14-15

ESTIMATE
FY15-16

Revenue

	AUDITED REPORT FY14-15	ESTIMATE FY15-16
Membership Dues	\$2,740,360	\$2,742,755
Grants & Contracts	817,545 *	3,745,016
Sponsor Contributions	1,225,100	938,305
Registration Fees	515,925	433,675
Interest and Dividends	485,849	279,021
Royalties and Other Income	50,643	29,380
Net Gain on Investments	351,933	-224,022
Total Revenue	\$5,483,489	\$7,944,130

*Grants received in FY14-15 for subsequent years

	AUDITED REPORT FY14-15	ESTIMATE FY15-16
Expenses		
Public Advocacy	\$451,251	\$473,032
Legislative Advocacy	507,584	535,387
Research	78,755	285,200
Curriculum & Instruction	28,794	31,825
Executive Leadership	368,562	541,157
Management Services	129,960	185,256
Admin & Financial Management	483,561	623,306
Fundraising Activities	21,681	32,187
Conferences & Meetings	1,433,099	1,447,599
Categorical Projects	3,625,567	2,493,321
Total Expenses	\$7,128,814	\$6,648,270

Change in Net Assets	\$1,645,325	(\$1,295,860)
Net Assets, Beginning	\$10,341,452	\$8,696,127
Net Assets, Ending	\$8,696,127	\$9,991,987

**Blue Ribbon
Corporate Advisory
Group**

American Reading Company
Amplify
Apple
ARAMARK Education
Cambium Learning Group-Voyager
Chartwells School Dining Services
Cornerstone OnDemand
Curriculum Associates
Discovery Education
DreamBox Learning
Gaggle
Houghton Mifflin Harcourt
IBM
Institute for Student Achievement
Knowledge Delivery Systems
McGraw Hill Education
Pearson
Safari Montage
Scholastic, Inc.
SchoolMessenger
Schoolwires
Texas Instruments
Vantage Learning
Waterford Institute
Wilson Language Training



**2015 Chief Financial
Officers Meeting**

Aon Hewitt
ARAMARK Education
Arthur J. Gallagher & Co.
AXA
Chartwells
Cornerstone OnDemand
DMS
Enterprise Risk Control
Exigis
Healthcare Bluebook
Houghton Mifflin Harcourt
in2vate
Kelly Educational Staffing
Lawley Benefits Group
Noodlemarkets
Oursystem Norman Peter and Associates
SAP
Sodexo
U.S. Communities
Government Purchasing Alliance
U.S. Foods
Workday

The Council thanks the following contributors for their support in 2015-2016

**2015 Annual Fall
Conference**

American Reading Company
Amplify
ARAMARK Education
Benchmark Education
Cambium Learning Group/
Voyager Sopris Learning
Catapult Learning
Cornerstone OnDemand
Curriculum Associates
Discovery Education
Dreambox
Edison Learning
Edupoint
Goalbook
Hobsons
Houghton Mifflin Harcourt
IBM
Imagine Learning
Institute for Student Achievement
Kelly Educational Staffing
Knowledge Delivery Systems
McGraw Hill Education
Middlebury Interactive
Languages
National Training Network
Oracle
PCG Education
Pearson
Revolution Foods
Safari Montage
SchoolCnxt
Sodexo
TeachScape
Tenmarks
Texas Instruments
Think Through Math
Truenorthlogic
Vantage Learning
Waterford Institute
Wilson Works

**2015 Curriculum &
Research Directors
Meeting**

American Reading Company
Brightbytes
Cambium Learning Group/
Voyager Sopris Learning
Clever
Curriculum Associates
Discovery Education
Houghton Mifflin Harcourt
Knowledge Delivery Systems
PCG Education
Performance Matters
ThinkCerca
Think Through Math
Vantage Learning
Wilson Works

**2015-2016 Executive
Committee Meeting**

Houghton Mifflin Harcourt
McGraw Hill Education
Curriculum Associates

**2015 Public Relations
Executives Meeting**

Blackboard
Education Post
Peachjar
SchoolMessenger
Tunheim

**2016 HRD/Personnel
Directors Meeting**

Cornerstone OnDemand
Frontline
Gaggle
Kelly Educational Staffing
New Teacher Center
People Admin
Truenorthlogic
Workday

**2016 Legislative/Policy
Conference**

AXA
Curriculum Associates
Discovery Education
Dreambox Learning
ETS
Houghton Mifflin Harcourt
McGraw Hill Education
Performance Matters
Preferred Meals
Scholastic, Inc.
Texas Instruments
Waterford Institute
Wilson Works
Wilson Language Learning

**2016 Bilingual, Immigrant
& Refugee Education
Directors Meeting**

Benchmark Education
Curriculum Associates
Ellevation
Houghton Mifflin Harcourt
Imagine Learning Inc.
McGraw Hill Education
Pearson
Scholastic, Inc.
Teacher Created Materials
Publishing

**2016 Chief Operating
Officers Conference**

AECOM
ALC
ARAMARK Education
Conrax
CPI

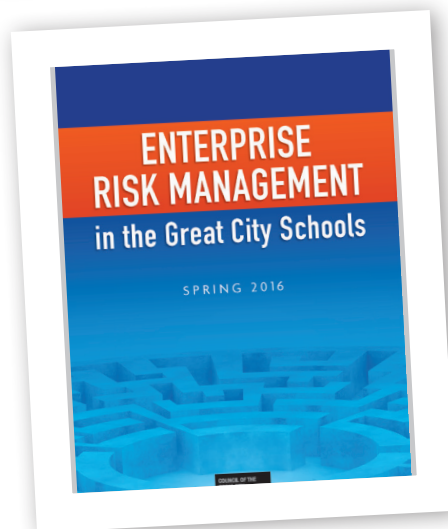
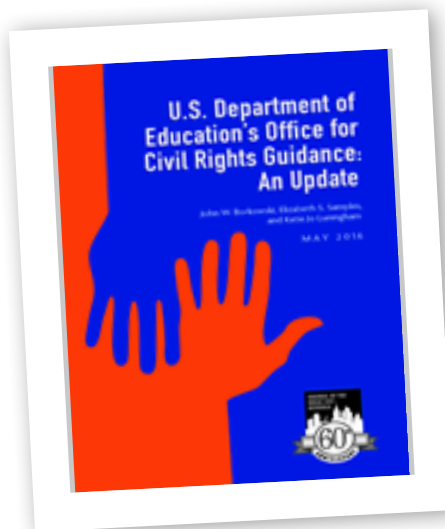
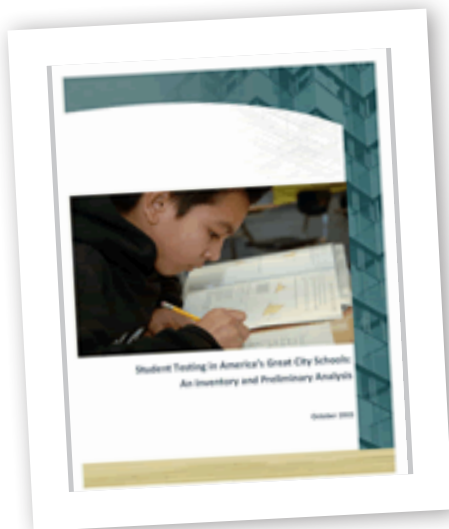
DeJong Richter
DMS
First Student
Heery
Jacobs Engineering Group
Little Diversified
Architectural Consulting
Opterra Energy Services
Perkins + Will
Preferred Meal Systems, Inc.
Raptor
Roush Cleantech
SchoolDude.com
Seon
Sodexo
transfinder
Zonar

**2016 Chief Information
Officers Meeting**

Amplify
Apple
Aruba Networks
BrightBytes
CDW-G
Cisco Systems
Clever
Cornerstone OnDemand
Curriculum Associates
Dell
Discovery Education
Double Line Partners, Inc.
Dropbox
Edmodo
Education Networks
of America
Follett School Solutions
Google, Inc.
Houghton Mifflin
Harcourt
Infor Public Sector
Intel Corporation
its Learning, Inc.
JMAF Software
Kajeet
Knowledge Delivery
Systems
Microsoft
Mobile Active Defense
Pearson
Safari Montage
Schology
SchoolMessenger
Schoolwires
SHI
Vantage Learning
Workday

**Shirley Schwartz Urban
Education Impact Award**

Charles MacArthur
Donald Reed
Teri Trinidad



- **U.S. Department of Education's Office for Civil Rights Guidance: An Update** - *May 2016*
 This report provides a primer on the federal Office of Federal Civil Rights and its roles and responsibilities.
- **Enterprise Risk Management in the Great City Schools** - *Spring 2016*
 The purpose of this report is to present key concepts of Enterprise Risk Management (ERM) and enhance the understanding of how to apply ERM to a K-12 public school setting.
- **Managing for Results in America's Great City Schools, 2015** - *October 2015*
 The Council's annual report on more than 500 Key Performance Indicators of operational performance in the nation's urban schools.
- **Student Testing in America's Great City Schools: An Inventory and Preliminary Analysis** - *October 2015*
 This report presents findings from the Council's two-year study on school testing, believed to be the most comprehensive ever undertaken to ascertain the true extent of mandatory testing in the nation's schools.

ADMINISTRATION

Michael Casserly, Executive Director
Teri Trinidad, Director of Administration,
Finance & Conferences
Alisa Adams, Finance Manager
Terry Tabor, Conference Manager
Shirley Lathern, Systems & Administration
Specialist
Angel Gooch, Administrative & Conference
Specialist
Marilyn Banks, Administrative Assistant

COMMUNICATIONS

Henry Duvall, Director of Communications
Tonya Harris, Communications Manager

CURRICULUM AND INSTRUCTION

Ricki Price-Baugh, Director of Academic
Achievement
Robin Hall, Director of Language Arts
and Literacy
Denise Walston, Director of Mathematics

LEGISLATION AND POLICY

Jeff Simering, Director of Legislation
Manish Naik, Manager of Legislative Services
Gabriela Uro, Director of ELL Policy and Research
Debra Hopkins, ELL Project Manager
Julie Wright Halbert, Legislative Counsel

MANAGEMENT AND TECHNOLOGY

Robert Carlson, Director of Management Services
Jonathon Lachlan-Haché, Special Projects Specialist

RESEARCH

Ray Hart, Director of Research
Moses Palacios, Research Manager
Renata Uzzell, Research Manager
Ashley Ison, Research and ELL Policy Specialist

SPECIAL PROJECTS

Amanda Rose Corcoran, Special Projects Manager
Michell Yorkman, Special Projects Manager



Council of the Great City Schools



Celebrating 60 Years of Service in America's Urban Public Schools

Albuquerque

Anchorage

Arlington, TX

Atlanta

Austin

Baltimore

Birmingham

Boston

Bridgeport

Broward County

Buffalo

Charleston

Charlotte-Mecklenburg

Chicago

Cincinnati

Clark County

Cleveland

Columbus

Dallas

Dayton

Denver

Des Moines

Detroit

El Paso

Fort Worth

Fresno

Greensboro

Honolulu

Houston

Indianapolis

Jackson

Jacksonville

Kansas City

Long Beach

Los Angeles

Louisville

Miami-Dade County

Milwaukee

Minneapolis

Nashville

New Orleans

New York City

Newark

Norfolk

Oakland

Oklahoma City

Omaha

Orange County

Palm Beach

Philadelphia

Pinellas County

Pittsburgh

Portland

Providence

Richmond

Rochester

Sacramento

San Antonio

San Diego

San Francisco

Santa Ana

Seattle

Shelby County

St. Louis

St. Paul

Tampa

Toledo

Tulsa

Washington, DC

Wichita

Council Board of Directors and Member Districts 2015-2016 (As of March 2015)

<u>School District</u>	<u>Superintendent</u>	<u>Board Member</u>
Albuquerque	Raquel Reedy	Don Duran
Anchorage	Ed Graff	Pat Higgins
Arlington, TX	Marcelo Cavazos	Jamie Sullins
Atlanta	Meria Carstarphen	Leslie Grant
Austin	Paul Cruz	Kendall Pace
Baltimore	Gregory Thornton	Marnell Cooper
Birmingham	Kelley Castlin-Gacutan	Wardine Alexander
Boston	Tommy Chang	Michael O'Neill
Bridgeport	Frances Rabinowitz	Sauda Baraka
Broward County	Robert Runcie	Laurie Rich Levinson
Buffalo	Kriner Cash	James Sampson
Charleston	Gerrita Postlewait	Cindy Bohn Coats
Charlotte-Mecklenberg	Ann Clark	Mary McCray
Chicago	Forrest Claypool	Jaime Guzman
Cincinnati	Mary Ronan	Melanie Bates
Clark County	Pat Skorkowsky	Linda Young
Cleveland	Eric Gordon	Denise Link
Columbus	Daniel Good	Gary Baker II
Dallas	Michael Hinojosa	Mike Morath
Dayton	Lori Ward	Ronald Lee
Denver	Tom Boasberg	Allegra Haynes
Des Moines	Thomas Ahart	Cindy Elsbernd
Detroit	Alycia Meriweather	N/A
District of Columbia	Kaya Henderson	N/A
Duval County	Nikolai Vitti	Paula Wright
El Paso	Juan Cabrera	Dori Fenenbock
Fort Worth	Kent Scribner	Ashley Paz
Fresno	Michael Hanson	Lindsay Cal Johnson
Guilford County	Maurice Green	Rebecca Buffington
Hillsborough County	Jeff Eakins	Doretha Edgecomb
Honolulu	Ronn Nozoe	Donald G. Horner
Houston	Kenneth Huewitt	Anna Eastman
Indianapolis	Lewis Ferebee	Samuel Odle
Jackson	Cedrick Gray	Beneta Burt
Jefferson County	Donna Hargens	Diane Porter
Kansas City (MO)	Allan Tunis	Airick West
Long Beach	Christopher Steinhauser	Felton Williams
Los Angeles	Michelle King	Steve Zimmer
Miami-Dade County	Alberto Carvalho	Lawrence Feldman
Milwaukee	Darienne Driver	Michael Bonds
Minneapolis	Michael Goar	Don Samuels
Nashville	Chris Henson	JoAnn Brannon
New Orleans	Henderson Lewis	N/A
New York City	Carmen Fariña	N/A
Newark	Christopher Cerf	Antoinette Baskerville-Richardson
Norfolk	Melinda Boone	Rodney Jordan
Oakland	Antwan Wilson	Jumoke Hinton Hodge
Oklahoma City	Rob Neu	Phil Horning
Omaha	Mark Evans	Lacey Merica
Orange County	Barbara Jenkins	William Sublette
Palm Beach County	Robert Avossa	Marcia Andrews
Philadelphia	William Hite	Marjorie Neff
Pinellas County	Michael Grego	Peggy O'Shea
Pittsburgh	Linda Lane	Thomas Sumpter Jr.
Portland	Carole Smith	Pam Knowles
Providence	Christopher Maher	Nicholas Hemond
Richmond	Dana Bedden	Jeffrey Bourne
Rochester	Linda Cimusz	Van Henri White
Sacramento	José L. Banda	Christina Prichett
San Antonio	Pedro Martinez	Patti Radle
San Diego	Cindy Marten	Michael McQuary
San Francisco	Richard Carranza	Jill Wynns
Santa Ana	Rick Miller	Rob Richardson
Seattle	Larry Nyland	Harium Martin-Morris
Shelby County	Dorsey Hopson II	Kevin Woods
St. Louis	Kelvin Adams	Rick Sullivan
St. Paul	Valeria Silva	Jon Schumacher
Toledo	Romules Durant	Chris Varwig
Tulsa	Deborah Gist	Lana Turner-Addison
Wichita	John Allison	Jeff Davis