



2009 - 2010 ANNUAL REPORT

The Council of the Great City Schools is the only national organization representing the needs of urban public schools.



OFFICERS

Chair of the Board

Carol Johnson, Boston Superintendent

Chair-elect

Dilafroz Williams, Portland School Board

Secretary-Treasurer

Beverly Hall, Atlanta Superintendent

Immediate Past Chair

William Isler, Pittsburgh School Board

MEMBERS

William Andrekopoulos, Milwaukee Superintendent

Winston Brooks, Albuquerque Superintendent

Meria Carstarphen, Austin Superintendent

Eileen Cooper Reid, Cincinnati School Board

James Driggers, Norfolk School Board

Lonnie Edwards Sr., Jackson Superintendent

Yolie Flores, Los Angeles School Board

Jerrelle Francois, Baltimore School Board

Carlos Garcia, San Francisco Superintendent

Stephanie Gatewood, Memphis School Board

Terry Grier, Houston Superintendent

Michael Hinojosa, Dallas Superintendent

Lydia Lee, Minneapolis School Board

Mona McGregor, Omaha School Board

Jeff Mims Jr., Dayton School Board

Candy Olson, Hillsborough County School Board

Theresa Pena, Denver School Board

Eugene White, Indianapolis Superintendent

James Williams, Buffalo Superintendent

Ex Officio

Deborah Shanley, Brooklyn College CUNY Dean

Cover Photo: Students from Guilford County Schools

Page 3 Photo: Students from Portland Public Schools

Page 4 Photo: Students from Boston Public Schools • Page 6 Photo: Students from Jackson Public Schools

Page 9 Photo: Students from Fort Worth Independent School District/Mike Zuckerman

Page 18 Photo taken by Scott King

Page 23 Photo: Students from Denver Public Schools

Table of Contents

Message from the Chair.....1

Message from the Director.....2

About the Council.....4

Vision.....6

Organizational Structure.....8

Characteristics of the Great City Schools.....10

Annual Fall Conference.....11

Legislative/Policy Conference.....12

Highlights of Council Activities.....14

Award Programs.....18

Financial Report.....20

Sponsors.....21

Publications.....22

Council Staff.....23

Report Prepared by:

Tonya Harris, Communications Manager
Henry Duvall, Director of Communications

Photography by:
Alex Jones, Clarence Tabb Jr., and Manish Naik

Message from the Chair

June 30, 2010

If a single word could describe the complex work urban school districts have undertaken over the last 12 months, perhaps the only one that would suffice is “reform.” In school districts across our great country, educators are looking for the best ways to advance student achievement to the next level. We have seen unprecedented support for these initiatives from The White House to the State House and from city halls to school boards across America. We are also fortunate to have the leadership and support of a great institution like the Council of the Great City Schools.

No one believes this work will be easy, but we know that we have no other option. We are morally obligated to innovate and reform our schools for all of America’s children. I often feel compelled to quote John Dewey, who in 1901 wrote “What the best and wisest parent wants for his own child is what the community should want for all its children.” Adult issues and politics cannot be allowed to stand in the way of our ability to educate and serve the interests of our most vulnerable children.

The Council has spent countless hours advocating on our behalf and it is clear that our students are the better for it. In the past year, we have seen mathematics and reading scores climb in America’s big cities according to “The Nation’s Report Card.” We have come together to advocate for Common Core Standards, a benchmark that will help America’s students prepare for their future. We know that as our students grow into tomorrow’s leaders they will be required to work and think in a global capacity. With the help of the Council, school districts secured American Recovery and Reinvestment (ARRA) dollars that were used to keep teachers in the classroom and fund programs that have directly influenced our students.

I would be remiss if I didn’t mention all the important work we were able to accomplish when we gathered in Portland, Oregon, for our annual conference. I am always impressed by the passion educators bring to this yearly meeting and how we are able to exchange ideas and share what we have learned in ways that benefit students all across America.

As we continue to work to close the achievement and access gaps in our nation’s schools, we should be comforted to know we are not alone -- we have each other and a great advocate in the Council fighting for our students, day in and day out.

I wish you and your school district continued success in the year ahead and I thank you for allowing me the honor of being the Chair of the Board.

Carol R. Johnson
Superintendent, Boston Public Schools
Chair of the Board
Council of the Great City Schools



Message from the Director

June 30, 2010

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 2009-10 program year.

The Council had an outstanding year, but it was also a challenging year for everyone. The nation's economic conditions prompted cutbacks and layoffs in urban school systems that promise only to get worse in the next year. Still, your organization—the Council of the Great City Schools—and your fellow urban education leaders remain focused on the critical priorities of raising student achievement and improving our management and operations.

Among the many activities undertaken by the Council this past year was the Annual Fall Conference in Portland. The Portland Public Schools did an outstanding job of hosting one of our best annual conferences ever. Thank you.

The organization also played a critical role in helping to implement and document the impact on urban schools of the economic stimulus package that the Obama administration and Congress approved. The nation's urban schools clearly used the funding to provide badly needed jobs and pursue overdue reforms. We also worked closely with the U.S. Department of Education and Congress on plans for reauthorizing the Elementary and Secondary Education Act.

Over the course of the year, the Council published and automated an expanded edition of our ground-breaking *Managing for Results* study, tracking key performance indicators in our urban schools. We released a unique and thoughtful examination of why some urban school districts show faster progress in improving the academic attainment of their English language learners than other districts. And we published the ninth edition of our *Beating the Odds* series and helped release new NAEP data demonstrating continued upward movement in urban school achievement.

The Council also played a unique and central role in working with the writers of the new common core state standards to ensure a strong urban voice in how the standards are designed and sequenced. A special team of urban school superintendents, chief academic officers, reading and math specialists, and experts in language acquisition and students with disabilities provided the common core writers with repeated and detailed feedback on their work.

We also continued to provide top-notch Strategic Support Teams to our membership to help improve instruction, organization, operations, and management. We filed an *amicus* brief on behalf of the Milwaukee schools on another special education case. And we appeared in the press on a continuous basis.

Despite the difficult economic times, it is clear that urban education and educators have continued to reform and improve public schooling for our urban students.

I thank Carol Johnson, the Boston superintendent who served as Chair of the Board this year. Her leadership was outstanding and exemplary. She was exactly the right person to lead us this year. Finally, I thank the staff of the Council. Their tireless commitment to excellence drives the work of this great organization. Thank you.

Michael Casserly
Executive Director





About the Council

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

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





(Above) Council of the Great City Schools' Executive Director Michael Casserly announces a new report by the Council that shows the impact of the stimulus funds on big-city school districts. The press conference was at a school in New York City, with New York Mayor Michael Bloomberg, left, and New York Schools Chancellor Joel Klein looking on.

(Right) CNN journalist Soledad O'Brien moderates the Council's Town Hall Meeting featuring, left to right, U.S. Department of Education official Thelma Melendez, San Francisco Schools Superintendent Carlos Garcia, Portland school board member Dilafruz Williams, New York School administrator Maria Santos and Portland student Sergio Amador-Garcia. Denver school board president Theresa Pena also participated.



OUR VISION

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

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

OUR MISSION

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

OUR GOALS

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





(Left) St. Paul Superintendent Valeria Silva and school board chair Elona Street-Stewart listen intently at the Council Legislative/Policy Conference.



(Left) Long Beach school board member Felton Williams, left, and Long Beach Schools Superintendent Christopher Steinhauser share information at a session at the Annual Fall Conference.

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 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 encourages information exchange with counterparts in other cities. Common concerns in areas such as student achievement, public relations, technology, human resources, finance, research, legislation, special education, and curriculum connect urban education personnel from member cities to share the ideas and experiences of the larger group.



Characteristics of the Great City Schools

<input type="checkbox"/>	Total Student Enrollment.....	7 million
	Hispanic	36%
	African American.....	35%
	White.....	20%
	Asian/Pacific Islander.....	6%
	Alaskan/Native American.....	1%
<input type="checkbox"/>	Free/Reduced Price Lunch Eligibility.....	60%
<input type="checkbox"/>	English Language Learners.....	15%
<input type="checkbox"/>	Students With Individualized Education Programs (IEP's).....	12%
<input type="checkbox"/>	Total Number of Teachers.....	424,786
<input type="checkbox"/>	Student-Teacher Ratio.....	17:1
<input type="checkbox"/>	Number of Schools.....	11,686

Source: National Center for Education Statistics

Conferences

Public Relations Executives Meeting
June 26-28, 2009 • San Francisco, CA

**Curriculum Directors & Research Directors
Joint Meeting**
July 15-18, 2009 • Chicago IL

Executive Committee Meeting
July 16-17, 2009 • Denver, CO

Annual Fall Conference
October 28-November 1, 2009 • Portland, OR

Chief Financial Officers Conference
November 17-20, 2009 • Nashville, TN

Executive Committee Meeting
January 22-23, 2010 • Albuquerque, NM

HRD/Personnel Directors Meeting
February 10-12, 2010 • Charleston, SC

Legislative/Policy Conference
March 20-23, 2010 • Washington, DC

Chief Operating Officers Conference
April 14-16, 2010 • Orlando, FL

**Bilingual, Immigrant & Refugee Education
Directors Meeting**
May 6-8, 2010 • Omaha, NE

E-Rate Meeting
June 2, 2010 • Denver, CO

Chief Information Officers Meeting
June 2-4, 2010 • Denver, CO

Annual Fall Conference

More than 800 urban school leaders from across the country met to discuss initiatives to improve the quality of education for children in the nation's school districts at the Council's 53rd Annual Fall Conference, October 28 - November 1, in Portland, Ore.

The conference was hosted by Portland Public Schools under the banner "Education: Bridge to the Future."

The issue of educating English Language Learners took center stage at a 90-minute town hall meeting moderated by CNN anchor and correspondent Soledad O'Brien. The panel was composed of one superintendent, two board members, a U.S. Department of Education official, a New York City school administrator and a Portland high school student.

The panelists discussed the challenges educating students with limited or no English language skills as well as the best and most effective ways to teach English learners in the nation's big-city school districts.



Professor Marc Lamont Hill urges conferees to find ways to engage students.



Gates Foundation official Vicki Phillips discusses ways to improve teaching in the nation's schools.

O'Brien also gave the keynote address in which the award-winning journalist shared the importance of mentoring and how it can positively impact a person's life.

Vicki Phillips, the director of the Bill & Melinda Gates Foundation College-Ready education program, discussed ways the foundation is helping students graduate from high school college-ready, including developing creative partnerships for effective teaching in urban school systems. Phillips is the former superintendent of Oregon's Portland Public Schools.

An inspiring address was given by Marc Lamont Hill, an associate professor of education at Columbia University, who is considered a hip hop intellectual. Hill started a literacy project that uses hip-hop culture to increase reading skills and urged conferees to find ways to reach out to children and encourage them to succeed.

The nation's big-city school leaders and deans of colleges of education also attended numerous breakout sessions, focused on issues such as closing the achievement gap, improving student achievement and creating better high schools.

Legislative/Policy Conference

Big-city school leaders converged in the nation's capital to discuss several legislative issues, including the reauthorization of the *No Child Left Behind Act* (NCLB) at the Council of the Great City Schools' Annual Legislative/Policy Conference, March 20-23.

Conferees listened to U.S. Secretary of Education Arne Duncan discuss ways the Department of Education wants to improve low-performing schools, including asking states to identify the lowest achieving schools and requiring school districts to implement a turnaround plan. The secretary also said the goal of educators should be not only to graduate students, but prepare children for college or a career and applauded the fact that 48 states are working together to create common core standards.

The former head of the nation's third largest school system praised NCLB for shining a spotlight on the achievement gap but believes the law has unfairly stigmatized schools by labeling them as failures. Duncan believes changes must be made to the law to raise standards and reward excellence instead of just punishing failure.



U.S. Secretary of Education Arne Duncan stresses the need for changes to be made to the *No Child Left Behind Act*.



Rep. George Miller discusses education issues at the conference.

In addition, the secretary believes one of the unintentional consequences of the law is a narrowing of the curriculum that focuses on reading and math to the exclusion of other subjects. As a result, Duncan has called for NCLB to create incentive structures to introduce students to a well-rounded curriculum.

Conferees heard from Rep. George Miller (D-Calif.), chairman of the House of Representatives' Education & Labor Committee, who discussed ways educators are using data effectively to give teachers, principals and parents a better idea of where students are academically.

The congressman told urban educators that he wants to make sure they are involved in discussions centered around the reauthorization of NCLB because they have both the greatest expertise and the most serious challenges.

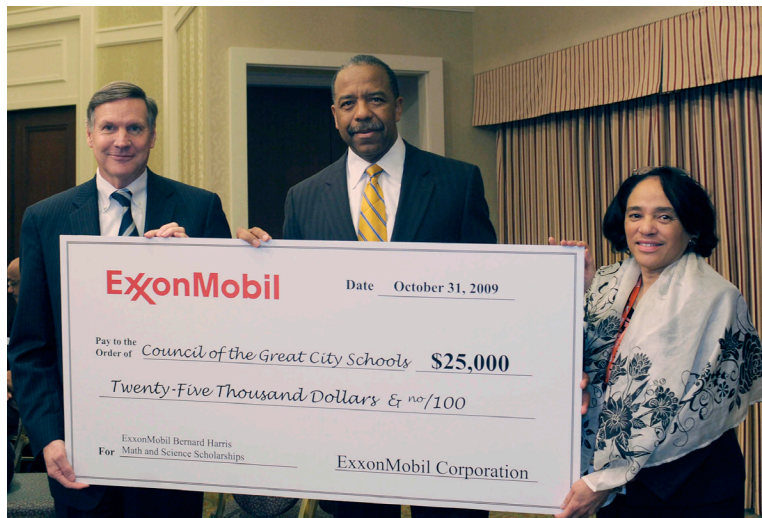
Also addressing the conference was Congressman Chaka Fattah (D-Pa), who is spearheading an initiative to expand access to school nutrition in high-poverty schools because proper nutrition for children has a direct bearing on their education.

(Right) Seattle Schools Superintendent Maria Goodloe-Johnson discusses the district's academic success at a news conference on the release of the Council of the Great City Schools' *Beating the Odds* report. She was joined by Albuquerque Schools Superintendent Winston Brooks.



(Below) Bernard Harris, center, is joined by Council of the Great City Schools Executive Director Michael Casserly and Council Chair Carol Johnson as they display the \$25,000 oversized check that will fund the ExxonMobil Bernard Harris Math and Science Scholarship.

(Bottom) Education Secretary Arne Duncan poses with the Council's leadership, left to right, Council Chair Carol Johnson, Executive Director Michael Casserly, Chair-elect Dilafruz Williams, and Secretary-Treasurer Beverly Hall.



Highlights of Council Activities

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 2009-2010, the Council—

- ❑ Participated in the rollout of common core state standards and issued an open letter co-signed by 55 urban school district leaders supporting the new academic standards.
- ❑ Wrote commentaries for the *Washington Post* and New York City's *Daily News*.
- ❑ Participated in the release of the 2009 Trial Urban District Assessment results in math and reading.
- ❑ Participated in a New York press event with the U.S. secretary of education and city's mayor to release a Council report on the use of federal stimulus funds in America's urban schools.
- ❑ Released press statements on the Kansas City school district's reform efforts and the one-year anniversary of the American Recovery and Reinvestment Act.
- ❑ Developed and published an advertisement in *USA Today* supporting urban schools.
- ❑ Co-produced a *USA Today* special edition for the organization's Fall Conference.
- ❑ Interviewed for a PBS-TV series on the leaders of the District of Columbia and New Orleans districts.
- ❑ Fielded scores of inquiries from such national media outlets as the *New York Times*, *Washington Post*, *USA Today*, *Business Week*, *Wall Street Journal*, CNN and the Associated Press.
- ❑ Participated in campaign to support public education with the University of Phoenix.
- ❑ Launched math and science scholarship program with former astronaut Bernard Harris and ExxonMobil.
- ❑ Continued to establish and reinforce relations with the nation's reporters, correspondents, editors and news executives at the Education Writers Association and the National Association of Black Journalists.
- ❑ Coordinated the organization's annual National Town Hall Meeting on "Urban Schools Turn Challenge to Opportunity in Teaching English Language Learners."
- ❑ Published booklet on building public confidence in urban schools through internal communications.
- ❑ Conducted a survey of public relations offices in the Great City schools.
- ❑ Provided an electronic forum for urban districts to share communications strategies for President Obama's back-to-school address to the nation's schoolchildren.
- ❑ Conducted strategic support team assessment of the Jackson Public Schools' communications operation.
- ❑ Published eight issues of the *Urban Educator*.
- ❑ Conducted the Ninth Annual Public Relations Executives Meeting.

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 2009-2010, the Council—

- ❑ Provided comments and revisions to draft guidance issued by the U.S. Department of Education on the implementation of American Recovery and Reinvestment Act (ARRA), including the State Stabilization Fund, School Improvement Grants, Race to the Top, and Investing in Innovation programs.
- ❑ Submitted extensive comments and recommendations to congressional education committees on the reauthorization of the Elementary and Secondary Education Act (ESEA).
- ❑ Promoted an education jobs-oriented second stimulus fund beginning in the fall of 2009.
- ❑ Surveyed the Council membership to determine the status of education stimulus support in urban school districts, and published a report, *Investing Wisely and Quickly: Use of ARRA Funds in America's Great City Schools*, highlighting the number of jobs paid for by ARRA during the 2009-10 school year.

Highlights of Council Activities

- ❑ Collected updated data on the number of job layoffs in the large urban districts for school year 2010-2011 to validate the need for additional federal education stimulus aid.
- ❑ Provided recommended revisions to the pending reauthorization of the Child Nutrition programs.
- ❑ Secured technical changes to the \$22 billion school construction (QSCB) program, extending bonding authority and allowing districts to opt for interest-free bonds or a direct federal reimbursement of interest.
- ❑ Submitted comments to the U.S. Department of Education FY 2010 Application for Grants under the Magnet Schools Assistance Program and testified before Department officials supporting such comments.
- ❑ Submitted comments to the Federal Communications Commission (FCC) regarding changes to the E-Rate program that could increase broadband Internet services and change federal Internet filtering requirements.
- ❑ Filed an *amicus* brief with the U.S. Court of Appeals for the Seventh Circuit in the *Jamie S.* case, supporting the Milwaukee Public Schools' in a special education class action suit.
- ❑ Facilitated Council member applications for competitive grants available for school districts seeking to implement student assignment plans to meet recent Supreme Court decisions on school desegregation.
- ❑ Worked with the NAACP Legal Defense Fund to advise members on the expansion of diversity in student assignment plans.
- ❑ Convened the Annual Legislative/Policy Conference, and dedicated the four-day meeting to briefings and discussions on the reauthorization of ESEA, state and local budget cuts, and stimulus funding.
- ❑ Held a meeting for urban Title I Directors to discuss school improvement, assessments, and accountability under ESEA and finalize recommendations on the reauthorization of ESEA.
- ❑ Organized meetings with urban superintendents and the U.S. secretary of education to discuss efforts to turn around persistently low-performing schools.
- ❑ Hosted monthly E-Rate conference calls between Council districts and the Universal Service Administrative Company of the FCC.
- ❑ Served as an intermediary for Council districts in resolving grant problems with the Education Department and states, and responded to scores of questions on federal policy, grants, and legislation.
- ❑ Fielded requests from Congress for technical assistance and information on teacher quality and training, school construction, funding formulas, technology, special education, bilingual education and other issues.

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 2009-2010, the Council—

- ❑ Implemented a multi-year research project in collaboration with the American Institutes for Research (AIR) on standards and data use with funding from the Bill & Melinda Gates Foundation.
- ❑ Mounted in-depth analysis of trends in urban student achievement on NAEP and conducted site visits to four districts to investigate local instructional and organizational practices that led to improvements.
- ❑ Completed a study of standards and alignment in urban school districts participating in the Trial Urban District Assessment of NAEP.
- ❑ Conducted site visits to member districts to collect information about their interim assessment systems.
- ❑ Expanded number of member districts participating in TUDA from 18 to 21.
- ❑ Participated in NAEP pre-release workshops (reading and mathematics) to provide technical assistance and communications support to an expanded group of TUDA districts.
- ❑ Convened the 2009 annual meeting of Research and Curriculum Directors in Chicago.

Highlights of Council Activities

- ❑ Oversaw collaborative research projects in nine CGCS member districts funded by the Council's Senior Urban Education Research Fellowship program.
- ❑ Published *Beating the Odds IX: An Analysis of Student Performance on State Assessments and NAEP*.
- ❑ Published Fall 2009 *Urban Indicator* on the role and characteristics of urban school boards.
- ❑ Played an advisory role on a multi-district study of implementation of Read 180.
- ❑ Fielded the seventh survey of the role and characteristics of urban school boards.
- ❑ Represented urban school district interests and perspectives in numerous meetings and presentations to national research and policy organizations.
- ❑ Responded to member requests for statistical information and research assistance.
- ❑ Assisted Strategic Support Teams with examining instructional programs and recommending steps to further improve student achievement in several districts.

ACHIEVEMENT AND ACHIEVEMENT GAPS

Improving the performance of all students and closing achievement gaps is one of the Council's most important priorities. In 2009-2010 the Council—

- ❑ Facilitated two meetings of the Task Forces on Achievement and Professional Development.
- ❑ Provided technical assistance to the Boston Public Schools, School District of Philadelphia, Pittsburgh Public Schools and the Austin Independent School District for improving special education services.
- ❑ Provided Strategic Support Teams to Cincinnati (instruction) and Little Rock (reading).
- ❑ Conducted numerous presentations to national organizations, community groups, state and federal legislators and business leaders on Council efforts to improve student achievement.
- ❑ Worked with deans of colleges of education on opportunities for stronger collaboration with school districts.
- ❑ Organized committee of member district staff to provide feedback on the development and improvement of Common Core State Standards (CCSS).
- ❑ Provided numerous forums for discussion and presentations of the CCSS at Council conferences and job-alike groups.
- ❑ Initiated a partnership with the National Governors Association, Council of Chief State School Officers, and American Federation of Teachers to implement a pilot program on the CCSS.
- ❑ Obtained a planning grant to bring six districts and the four partnering organizations together to create a framework for piloting the CCSS.
- ❑ Worked with the four partnering organizations and AIR to submit an i3 grant application to implement the pilot of the CCSS.

LEADERSHIP, GOVERNANCE AND MANAGEMENT, AND FINANCE

The Task Forces on Leadership, Governance and Management, and School Finance address the quality and tenure of leadership and management in urban schools. In 2009-2010, the Council—

- ❑ Facilitated meetings of the Finance and Leadership, Governance and Management Task Forces.
- ❑ Provided Strategic Support Teams and Technical Assistance to Jefferson County (central office staffing allocations), Wichita (transportation), Broward County (food service), Seattle (transportation), Chicago (procurement), Orlando (information technology), Indianapolis (information technology), Atlanta (transportation) and Portland (procurement, finance and operations), Houston (facilities) and Dallas (instructional KPIs).

Highlights of Council Activities

- ❑ Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, and Chief Information Officers.
- ❑ Presented Distinguished Service Awards for contributions in Finance to Lois Rockney, St. Paul; Business Services Larry Hoskins, Atlanta; and Technology Edward Freeman, Denver.
- ❑ Convened a meeting on Learning Management Systems to identify problem areas and requirements.
- ❑ Published the fourth edition of *Managing for Results in America's Great City Schools, A Report of the Performance Measurement & Benchmarking Project* with an expanded list of key performance indicators.
- ❑ Partnered with Transact Communications to automate the Council's KPI system.
- ❑ Processed applications for the *Award for Excellence in Financial Management*.
- ❑ Expanded the Council's automated document warehouse — EduPortal.
- ❑ Fielded 162 member requests for management information.

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 2009-2010, the Council—

- ❑ Released the *Succeeding with English Language Learners* study at the Annual Fall Conference.
- ❑ Provided strategic support team to Buffalo (bilingual) and technical assistance to Boston.
- ❑ Provided technical assistance to Council members on Title III implementation.
- ❑ Developed new accountability system for English Language Learners as part of the ESEA recommendations submitted to Congress.
- ❑ Participated in legislative meetings at the Department of Education related to English Language Learners.
- ❑ Reviewed guidance documents prepared by NSBA and NEA related to Rights and Immigrant Students.
- ❑ Testified on NAEP Rules for Testing ELLs and Students with Disabilities.
- ❑ Increased exposure of member districts' success in improving ELL programs by incorporating district staff into the national training institute for Latino School Board members.
- ❑ Convened two meetings of the Task Force on English Language Learners and Bilingual Education.
- ❑ Convened the three-day annual meeting for the Great City School directors of Bilingual, Immigrant and Refugee Education (BIRE).
- ❑ Convened joint meeting with the Chief State School Officers and ELL experts to provide feedback to the Common Core writing team on issues related to English Language Learners.

ORGANIZATION AND ADMINISTRATION

The Council works to manage its resources and ensure the integrity of its programs. In 2009-2010 the Council—

- ❑ Conducted an internal audit of the organization's 2009-2010 spending.
- ❑ Received an unqualified audit on 2008-2009 spending.
- ❑ Arranged the Annual Fall Conference in Portland and 13 staff forums.
- ❑ Upgraded the organization's office computer system, replacing servers, desktops and monitors.
- ❑ Continued cleanup and update of the organization's database system.
- ❑ Continued to refine online conference registration system for the membership.
- ❑ Managed financials for twenty-four (24) strategic support teams, five (5) grants and six (6) proposals.
- ❑ Filled numerous requests for membership information.
- ❑ Established and managed the Dr. Shirley Schwartz Urban Education Impact Scholarship.
- ❑ Hired three new employees.

Award Programs



Richard R. Green

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.

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

Emmett Johnson, a 12-year member of the Atlanta Board of Education, received the award at the 2009 Fall Conference in Portland. In his 12 years on Atlanta's school board, Johnson has played a leading role in strengthening communication channels between the board and the superintendent to advance the school district's reform efforts. He also contributed to the establishment of the Atlanta Education Fund, a non-profit foundation to support the school system.



Atlanta school board member Emmett Johnson, right, congratulates Joshua White for winning the \$10,000 Richard R. Green college scholarship. White, a graduate of Atlanta's Class of 2010 at Frederick Douglass High School, will attend Fort Valley State University in Georgia in the fall.

Richard R. Green Award Winners

1989	W. Harry Davis, Retired Member	Minneapolis School Board
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

QUEEN SMITH AWARD FOR COMMITMENT TO URBAN EDUCATION

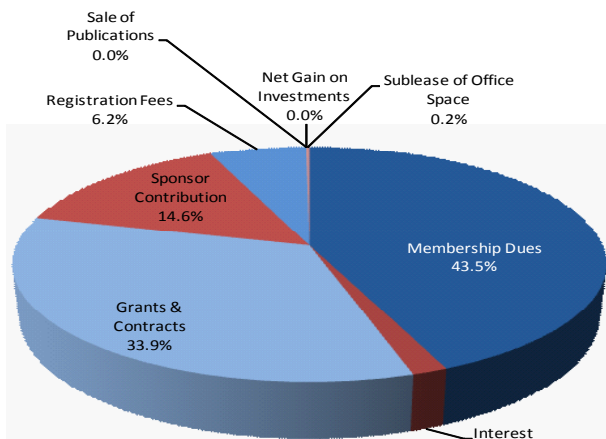
Helen Fox, liaison for New Mexico's Albuquerque Public Schools Title I Homeless Project, was the recipient of the 12th annual Queen Smith Award for Commitment to Urban Education. Sponsored by the Macmillan/McGraw-Hill Publishing Co., the award is named in honor of the company's late vice president of urban programs and presented each year at the Council's Fall Conference.



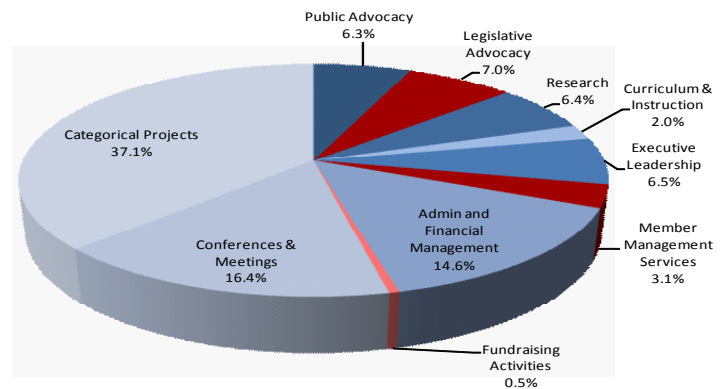
SHIRLEY S. SCHWARTZ URBAN EDUCATION IMPACT AWARD

The Council of the Great City Colleges of Education, an affiliate group of deans working with big-city school leaders, presented the first annual Dr. Shirley S. Schwartz Urban Education Impact Award to Virginia Commonwealth University and Richmond Public Schools for their Metropolitan Educational Training Alliance, which identifies opportunities for collaborative professional development activities. 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.

REVENUE



EXPENSES



Audited Report
FY08-09

Preliminary Estimate
FY09-10

Revenue

	Audited Report FY08-09	Preliminary Estimate FY09-10
Membership Dues	\$2,356,087	\$2,350,078
Interest	136,310	90,000
Grants & Contracts	5,019,928	1,829,987
Sponsor Contributions	770,545	787,900
Registration Fees	373,722	332,398
Sale of Publications	342	46
Net Gain on Investments	412,383	0
Sublease of Office Space	8,795	11,709
Total Revenue	\$8,253,346	\$5,402,117

Expenses

Public Advocacy	\$353,468	\$327,250
Legislative Advocacy	398,099	361,905
Research	321,800	334,295
Curriculum & Instruction	112,516	105,384
Executive Leadership	430,380	339,403
Management Services	175,230	162,234
Admin & Financial Management	655,188	759,908
Fundraising Activities	33,166	25,135
Conferences & Meetings	799,954	849,325
Categorical Projects	1,713,362	1,928,725
Total Expenses	\$4,993,163	\$5,193,563

Change in Net Assets	\$3,260,183	\$208,554
Net Assets, Beginning	\$2,486,443	\$5,746,626
Net Assets, Ending	\$5,746,626	\$5,955,180

The Council thanks the following contributors for their support in 2009-2010

Blue Ribbon Corporate Advisory Group

America's Choice, Inc.
 ARAMARK Education
 Cambium Learning Group-Voyager
 Chartwells/Thompson Hospitality
 Houghton Mifflin Harcourt
 McGraw-Hill Companies
 Pearson Education
 Scholastic, Inc.
 Sodexo
 Teachscape
 USA TODAY Education
 Wireless Generation



2009 Chief Financial Officers Meeting

ADP
 AECOM Design
 Catalyst Financial Group Inc.
 Chartwells/Thompson Hospitality
 CherryRoad Technologies, Inc.
 CIBER, Inc.
 Heery International
 Lawson c/o Triad
 MILO Solutions & Services LLC
 Preferred Meal Systems, Inc.
 SAP Public Services, Inc.
 Sodexo
 The Cadmus Group, Inc.
 Tyler Technologies
 VALIC

2009 Annual Fall Conference

AAL
 Alvarez & Marsal
 America's Choice, Inc.
 ARAMARK
 Aventa Learning
 Blackboard Inc.
 Chartwells/Thompson Hospitality
 CIBER, Inc.
 CORE
 Discovery Education
 GlobalScholar
 HHS & HRSA
 Houghton Mifflin Harcourt
 Kaplan K12 Learning Services
 Kelly Educational Staffing
 Knowledge Delivery Systems
 McGraw-Hill Education
 NetApp
 NBPTS
 NGSP
 Pearson Education
 Public Consulting Group
 Renaissance Learning
 Scantron
 Scholastic, Inc.
 Schoolnet, Inc.
 Science Weekly

Sodexo
 Student & Youth Travel
 Tabula Digita
 Teachscape, Inc.
 Texas Instruments
 USA TODAY
 Voyager Expanded Learning
 Wireless Generation
 Zaner-Bloser Educational Publishers

2009 Curriculum Directors & Research Directors Joint Meeting

Measured Progress
 ETA/Cuisenaire
 Houghton Mifflin Harcourt
 McGraw-Hill Education
 Pearson Education
 Scholastic, Inc.
 USA TODAY
 Voyager Expanded Learning

2009 HRD/Personnel Directors Meeting

ADP
 Frontline Placement Technologies/AESOP
 Knowledge Delivery Systems
 Lawson Software
 MILO Solutions & Services LLC
 Oracle Corp.
 Pearson
 Teachscape
 TransAct
 Truenorthlogic

2010 Legislative/Policy Conference

Houghton Mifflin Harcourt
 Knowledge Delivery Systems
 McGraw-Hill Education
 Pearson
 Renaissance Learning
 Scantron
 Scholastic, Inc.
 Schoolwires
 TCG Advisors

2010 Bilingual, Immigrant & Refugee Education Directors Meeting

McGraw-Hill Education
 Benchmark Education
 Educational Achievement Services, Inc.
 Headsprout
 Houghton Mifflin Harcourt
 Pearson

2010 Chief Operating Officers Conference

Aramark
 Chartwells/Thompson Hospitality
 CIBER, Inc.
 Heery International
 IBM
 Oracle
 Parsons

Preferred Meals Systems
 SAP
 Sodexo

2010 Chief Information Officers Meeting

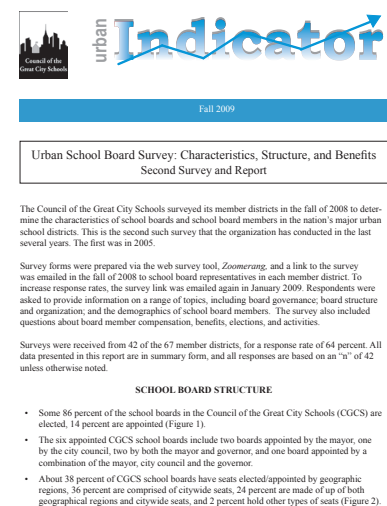
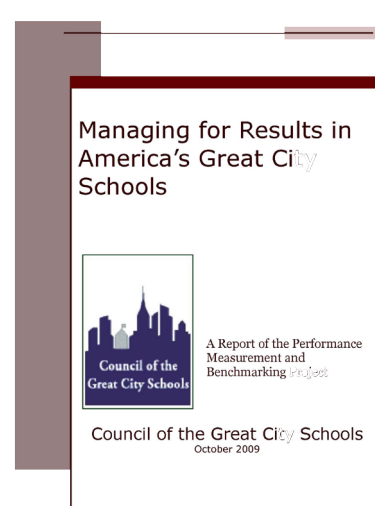
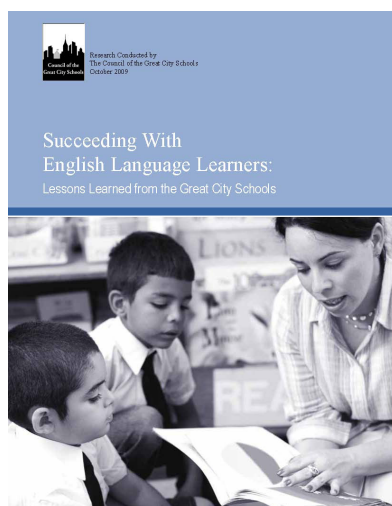
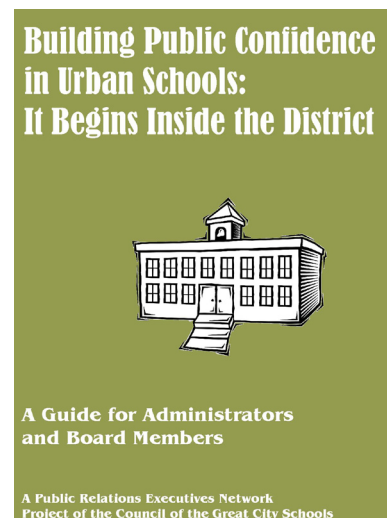
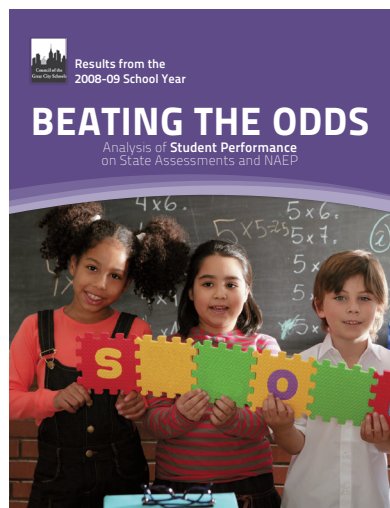
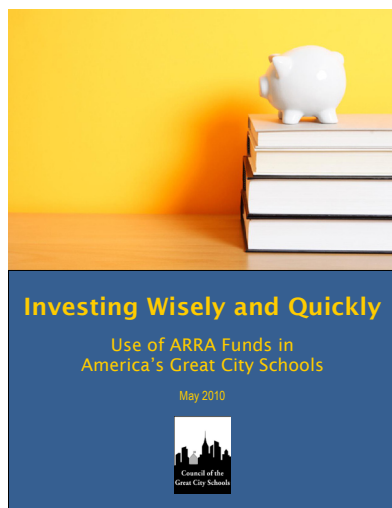
Absolute Software
 AverMedia
 Blackboard, Inc.
 Casio
 CIBER, Inc.
 CDW-G
 eChalk
 Education Networks of America
 enTourage
 Ergotron
 Knowledge Delivery Systems
 Kronos
 Lightspeed Systems
 OpenText
 Oracle Corporation
 Pinnacle by Global Scholar
 Pearson
 PolyVision
 Promethean
 Public Consulting Group
 Qwizdom
 SAP Public Services
 Schoolnet, Inc.
 Schoolwires
 Toshiba
 Wireless Generation

2009 Public Relations Executives Meeting

ExxonMobil/Sunwest Communications

Shirley Schwartz Urban Education Impact Award Scholarship

Wendy Nicholas
 Robert Walsh
 Renato Levy
 Leonard S Haynes
 Houglun & Jason Li
 Chengyin Ye
 Forensic Technology WAI Inc.
 Ohio Savings Charitable Foundation
 Bob and Patricia Schieffer
 Ronald & Mathilde Cartwright
 Russ Oates
 Teresita Valecruz
 Thomas & Marianne Wason
 Michael Casserly
 Terry Tabor
 Shirley Lathern
 Arthur Feinberg
 Ricki Price-Baugh
 Manish Naik
 Alexander Grushin
 Carol & Dennis Comeau
 Joseph Schwartz
 Judi Smith
 Michael Walls
 Donald Reed



- Investing Wisely and Quickly: Use of ARRA Funds in America's Great City Schools, May 2010**
This survey describes how 40 urban school systems are using funds from the American Recovery and Reinvestment Act.
- Beating the Odds IX: An Analysis of Student Performance on State Assessments and NAEP, March 2010**
This ninth edition of Beating the Odds examines student achievement in mathematics and reading from spring 2006 through spring 2009.
- Building Public Confidence in Urban Schools: It Begins Inside the District, 2009-2010**
A booklet on building public confidence in urban schools through internal communications.
- Succeeding with English Language Learners: Lessons Learned from the Great City Schools, October 2009**
This report examines school districts that are making progress in teaching English Language Learners.
- Managing for Results in America's Great City Schools, October 2009**
This is the fourth in a series of reports that describes statistical indicators developed by the Council and its member districts to measure big-city school performance on a range of operational functions.
- Urban Indicator: Urban School Board Survey: Characteristics, Structure, and Benefits, Fall 2009**
This second survey examines the characteristics of school boards and school board members in urban school districts.

Council Staff

ADMINISTRATION

Michael Casserly, Executive Director
Teri ValeCruz, Director of Administration, Finance & Conferences
Alisa Adams, Finance Manager
Terry Tabor, Conference Manager
Shirley Lathern, Systems & Administration Specialist
Lenise Rutherford, Accounting & Conference Specialist
Anthony Lee, Receptionist/Secretary

COMMUNICATIONS

Henry Duvall, Director of Communications
Tonya Harris, Communications Manager

CURRICULUM AND INSTRUCTION

Ricki Price-Baugh, Director of Academic Achievement

LEGISLATION

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

MANAGEMENT AND TECHNOLOGY

Robert Carlson, Director of Management Services

RESEARCH

Sharon Lewis, Director of Research
Amanda Horwitz, Research Manager
Renatta Uzzell, Research Manager
Candace Simon, Research Specialist

SPECIAL PROJECTS

Michell Yorkman, Special Projects Manager



Council Board of Directors and Member Districts 2009-2010

<u>School District</u>	<u>Superintendent</u>	<u>Board Member</u>
Albuquerque	Winston Brooks	Martin Esquivel
Anchorage	Carol Comeau	Crystal Kennedy
Atlanta	Beverly Hall	Cecily Harsch-Kinnane
Austin	Meria Carstarphen	Mark Williams
Baltimore	Andres Alonso	Jerrelle Francois
Birmingham	Craig Witherspoon	W.J. Maye, Jr.
Boston	Carol Johnson	Gregory Groover
Broward County	James Notter	Robert Parks
Buffalo	James Williams	Ralph Hernandez
Caddo Parish	Gerald Dawkins	Lilian Priest
Charleston	Nancy McGinley	Toya Hampton Green
Charlotte-Mecklenberg	Peter Gorman	Eric Davis
Chicago	Ron Huberman	Tariq Butt
Cincinnati	Mary Ronan	Eileen Cooper Reed
Clark County	Walt Rulffes	Terri Janison
Cleveland	Eugene Sanders	Denise Link
Columbus	Gene Harris	Shawna Gibbs
Dallas	Michael Hinojosa	Edwin Flores
Dayton	Kurt Stanic	Jeffrey Mims Jr.
Denver	Tom Boasberg	Theresa Pena
Des Moines	Nancy Sebring	Ginny Strong
Detroit	Teresa Gueyser	Carla Scott
District of Columbia	Michelle Rhee	TBD
Duval County	Ed Pratt-Dannals	Vicki Drake
East Baton Rouge	John Dilworth	Jerry Arbour
Fort Worth	Melody Johnson	Ray Dickerson
Fresno	Michael Hanson	Lindsay Cal Johnson
Guilford County	Maurice Green	Kris Cooke
Hillsborough County	MaryEllen Elia	Candy Olson
Houston	Terry Grier	Paula Harris
Indianapolis	Eugene White	Michael Brown
Jackson	Lonnie Edwards, Sr.	Sollie Norwood
Jefferson County	Sheldon Berman	Ann Elmore
Kansas City (MO)	John Covington	Marilyn Simmons
Little Rock	Linda Watson	Katherine Mitchell
Long Beach	Christopher Steinhauser	Felton Williams
Los Angeles	Ramon Cortines	Yolie Flores
Memphis	Kriner Cash	Stephanie Gatewood
Miami-Dade County	Alberto Carvalho	Lawrence Feldman
Milwaukee	William Andrekopoulos	Michael Bonds
Minneapolis	William Green	Lydia Lee
Nashville	Jesse Register	JoAnn Brannon
Newark	Clifford Janey	Shavar Jeffries
New Orleans	Darryl Kilbert	Woody Koppel
New York City	Joel Klein	Joan Correale
Norfolk	Stephen Jones	James Driggers
Oakland	Anthony Smith	Jumoke Hinton Hodge
Oklahoma City	Karl Springer	Phil Horning
Omaha	John Mackiel	Mona McGregor
Orange County	Ronald Blocker	Joie Cadle
Palm Beach County	Arthur Johnson	Paulette Burdick
Philadelphia	Arlene Ackerman	Robert Archie
Pittsburgh	Mark Roosevelt	William Isler
Portland	Carole Smith	Dilafroz Williams
Providence	Thomas Brady	Robert Wise
Richmond	Yvonne Brandon	Evette Wilson
Rochester	Jean-Claude Brizard	Malik Evans
St. Louis	Kelvin Adams	Peter Downs
St. Paul	Valeria Silva	Elona Street-Stewart
San Diego	William Kowba	Richard Barrera
San Francisco	Carlos Garcia	Norman Yee
Seattle	Maria Goodloe-Johnson	TBD
Toledo	John Foley	Brenda Hill
Wichita	John Allison	Lynn Rogers

Albuquerque
Anchorage
Atlanta
Austin
Baltimore
Birmingham
Boston
Broward County
Buffalo
Charleston
Charlotte
Chicago
Cincinnati
Clark County
Cleveland
Columbus
Dallas
Dayton
Denver
Des Moines
Detroit

East Baton Rouge
Fort Worth
Fresno
Greensboro
Houston
Indianapolis
Jackson
Jacksonville
Kansas City
Little Rock
Long Beach
Los Angeles
Louisville
Memphis
Miami-Dade County
Milwaukee
Minneapolis
Nashville
Newark
New Orleans
New York City
Norfolk

Oakland
Oklahoma City
Omaha
Orange County
Palm Beach
Philadelphia
Pittsburgh
Portland
Providence
Richmond
Rochester
St. Louis
St. Paul
San Diego
San Francisco
Seattle
Shreveport
Tampa
Toledo
Washington, DC
Wichita



Council of the Great City Schools
1301 Pennsylvania Ave. N.W.
Suite 702
Washington, DC 20004