



Annual Report

2010 - 2011

a year in review



Executive Committee 2010-2011

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James Williams, Buffalo Superintendent

Vacant

Ex Officio

Deborah Shanley, Brooklyn College CUNY Dean

Cover Photo: Students from Rochester City School District

Contents Page Photo: Students from Hillsborough County Public Schools (Tampa)

Page 3 Photo: Students from Metropolitan Nashville Public Schools, Photo Credit: Jeff Lawson

Page 4 Photo: Students from Anchorage School District

Page 6 Photo: Students from Sacramento City Unified School District

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Message from the Chair

June 30, 2011

I cherish my eight years on the executive committee of the Council of the Great City Schools. It is a special privilege and honor to have served as Chair this past year.

As champions of excellence and equity in public education, Council members are tireless advocates for urban children and youth. Through our collective effort and initiatives, we keep the rich fabric of diversity in our Great City Schools at the forefront of policy-makers' consciousness. We truly believe that vibrant public schools are essential to a robust democracy.



The Council's variety of reports, publications, and conferences capture the work that continues in our urban schools, and help us learn from one another. This sense of camaraderie strengthens our commitment to the seven million children educated in our schools. We are always on the move, looking for ways to build upon and strengthen what works.

Having visited many Council member districts, I say with confidence that there are countless examples of schools and programs that shine across this country: children who are active and engaged in real-life learning; youth who are thinking critically and creatively; teachers, principals, superintendents, and board members who are staying focused on the task at hand and thriving despite the myriad challenges they face. In such examples, we find hope.

Two watershed events that took place this year are worth noting: An education forum entitled *Unite to Make a Difference*, sponsored by *USA TODAY* and the Council, brought together urban school leaders and business and media representatives for a day-long exchange of ideas aimed at improving education; there was a spirit of collaboration and willingness to listen to one another across domains. Earlier in the year, we released a report on *Black Male Achievement in America*; this report reveals a national catastrophe and the Council has urged for a White House initiative to specifically focus on the black male child. We must not rest as the inequities and injustices presented in the report clearly weigh at our moral core as a society.

My deep gratitude to Executive Director Michael Casserly and the dedicated and stellar staff of the Council, and to the leaders in this country who relentlessly serve the Great City School children and youth. Many of you are now my friends.

My dream for the future of our Great City Schools is that the positive and successful narratives of public school will rise above the cacophony of critiques, even as we look inward to continue to excel and critically examine our practices and policies. Our children deserve nothing less. Our democracy demands nothing less.

Dilafroz Williams, Ph.D.
Chair of the Board
Council of the Great City Schools

Message from the Director

June 30, 2011

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 2010-11 program year.

The Council had another outstanding year, but it was a year filled with challenges for everyone. The nation's economy continues to rob our schools of badly needed resources, and everyone is having to make cutbacks. Still, your organization—the Council of the Great City Schools—and our fellow urban educators across the country remain focused on the critical work of raising urban student achievement, improving management and operations, and strengthening the public's confidence.

Our Annual Fall Conference in Tampa, hosted by the Hillsborough County Public Schools, was considered the best meeting we have ever held. Our Spring Legislative Conference was also productive and informative. And our many job-alike meetings over the course of the year continue to be some of the best professional development available to urban educators anywhere.

Over the course of the year, the Council had a number of notable achievements. Our *Call for Change* report spotlighted the work urban schools need to do to improve the academic achievement of our African-American male students. The report received substantial national media attention, and has prompted local and national task forces all over the country to do a better job for our children. Our education forum with *USA Today* highlighted the important efforts of our urban school leaders in raising achievement and addressing media and public challenges.

We also began to take the first fledgling steps in implementing the Common Core State Standards, which the Council played a pivotal role in initiating. Our *Managing for Results* compilation of Key Performance Indicators saw unprecedented national exposure and presented the membership with numerous ways to save millions of dollars. Our *Beating the Odds* report laid out the progress urban schools continue to make in raising reading and math performance. Our legislative advocacy was critical in highlighting the costs of the new child-nutrition legislation, passing the Education Jobs bill, and proposing critical changes to the Elementary and Secondary Education Act. Our Strategic Support Teams provided important on-the-ground reviews of instructional and management operations. In addition, we took our first steps in broadening the work of the organization into science education, we finalized critical research on why and how some urban school districts show more progress than others on the National Assessment of Educational Progress, and we expanded the organization's reputation for doing first-rate work across the board.

I thank Dilafroz Williams, school board member from the Portland Public Schools, for her leadership this year. Her passion, grace, and intelligence were inspiring. Finally, I thank the outstanding staff at the Council. Every one of them does spectacular work on behalf of our urban schoolchildren. Thank you.

Michael Casserly
Executive Director
Council of the Great City Schools





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.



Alma Powell, the chair of America's Promise Alliance and wife of former U.S. Secretary of State Colin Powell, gives the keynote speech at the *Unite to Make a Difference* Education Forum sponsored by the Council of the Great City Schools and USA TODAY.



CBS News national chief and *60 Minutes* correspondent Byron Pitts moderates the Council's Town Hall Meeting featuring, left to right, Schott Foundation President John Jackson, Buffalo Schools Superintendent James Williams, Executive Director of Concerned Black Men George Garrow, Palm Beach Schools Black Male Task Force leader Gloria Crutchfield, Kansas City (Mo.) school board president Airick West and Tampa student Tevin Sutton.



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.





Albuquerque Schools Superintendent Winston Brooks and Cleveland Schools Superintendent Eugene Sanders present information at a session on implementing the new common core standards at the Council Annual Fall Conference.



San Francisco school board members Jill Wynns and Norman Yee listen intently at the Council Legislative/Policy 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, 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

- ❑ **Total Student Enrollment.....6.8 million**
 - Hispanic37%
 - African American.....35%
 - White.....20%
 - Asian/Pacific Islander..... .7%
 - Alaskan/Native American.....1%
- ❑ **Free/Reduced Price Lunch Eligibility.....65%**
- ❑ **English Language Learners.....16%**
- ❑ **Students With Individualized Education Programs (IEP's).....13%**
- ❑ **Total Number of Teachers.....437,855**
- ❑ **Student-Teacher Ratio.....16:1**
- ❑ **Number of Schools.....11,537**

Source: National Center for Education Statistics

Conferences

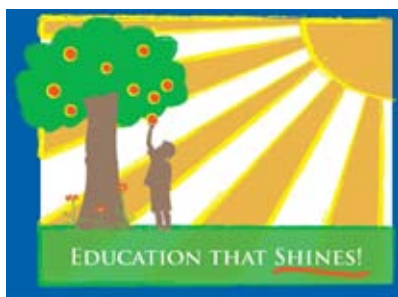
Public Relations Executives Meeting
July 9-11, 2010 • Charlotte, NC

Curriculum & Research Directors Meeting
July 14-17, 2010 • San Francisco, CA

Executive Committee Meeting
July 16-17, 2010 • Denver, CO

Chief Financial Officers Conference
September 20-22, 2010 • Houston, TX

Annual Fall Conference
October 20-24, 2010 • Tampa, FL



Executive Committee Meeting
January 21-22, 2011 • San Francisco, CA

HRD/Personnel Directors Meeting
February 2-4, 2011 • Austin, TX

Legislative/Policy Conference
March 19-22, 2011 • Washington, DC

Chief Operating Officers Conference
April 13-15, 2011 • Las Vegas, NV

Bilingual, Immigrant & Refugee Education Directors Meeting
May 18-21, 2011 • Las Vegas, NV

Chief Information Officers Meeting
June 15-18, 2011 • Seattle, WA

Annual Fall Conference

Big-city school leaders convened in Tampa to attend the Council's 54th Annual Fall Conference, Oct. 20-24, hosted by Hillsborough County Public Schools.

Under the banner "Education That Shines," more than 800 big-city school superintendents, board members, administrators and deans of colleges of education participated in the five-day conference, which focused on issues and challenges facing the nation's largest urban school districts.

The challenges facing black males took center stage at a riveting 90-minute town hall meeting on "Black Male Achievement," moderated by Byron Pitts, CBS News national chief and *60 Minutes* correspondent. The panel was composed of one superintendent and school board member, an urban school district administrator, two leaders from nonprofit organizations and a Tampa high school student.

The panel discussed the educational plight of black males as well as the best and most effective ways to help them succeed academically.



Journalist John Quiñones discusses the power of journalism.



Actor and best-seller author Hill Harper urges conferees to take steps to inspire and encourage children.

Also addressing the conference was actor and best-seller author Hill Harper, who has written two books designed to motivate African-American males and females. Harper noted that young people tend to model adults behavior and urged educators to take the risks that need to be taken to improve the nation's educational system.

Conferees also heard from Gwen Ifill, the senior correspondent with *The NewsHour with Jim Lehrer*, who discussed politics and the state of the media. Ifill also urged big-city educators to speak up about the issues they are passionate about.

An inspiring address was given by John Quiñones, co-anchor of the ABC News show *Primetime Live*, who discussed the importance and power of journalism and its ability to make people aware of events that are happening around the world.

The conference also featured numerous sessions which zeroed in on issues of utmost significance to urban school leaders, including implementing common core state standards, creating quality teachers and improving the success of English Language Learners.

Legislative/Policy Conference

Urban school superintendents, administrators, board members and deans of colleges of education from around the nation assembled in Washington, D.C., for the Council's Annual Legislative/Policy Conference.

U.S. Secretary of Education Arne Duncan said that there has been massive changes in education in the last two years in an effort to improve the nation's schools and told big-city educators that their leadership has been integral.

Duncan, the former chief executive officer of Chicago Public Schools, praised urban school leaders for supporting the adoption of common core standards and said that having 42 states such as Massachusetts and Mississippi being measured by the same educational standards is a change in the right direction.

The nation's top education official also said that the *No Child Left Behind* (NCLB) Act is on the top of the president's agenda. Duncan believes that the law should be fixed in a common sense way by providing more flexibility and focusing more on student growth and gains than absolute test scores, but still hold schools accountable.



U.S. Secretary of Education Arne Duncan praised urban educators for supporting common core standards.

Conferees also heard from Robert Rodriguez, special assistant to the president for education, and Steve Robinson, special assistant, Domestic Policy Council.

Rodriguez said that the Obama Administration is working to ensure that schools have effective teachers in every classroom by strengthening school leaders across the nation through programs such as the Teacher Incentive Fund, which supports efforts to develop and implement performance-based teacher and principal compensation systems in high-need schools.

Robinson told conferees that the president is focused on improving science, technology, engineering and math education (STEM) and has announced an initiative to not only hire 100,000 new STEM teachers, but to prepare them to effectively teach.

The conference also featured briefings and discussions on the federal budget and appropriations, reauthorization of NCLB, state and local budget cuts and stimulus funding.



Robert Rodriguez, special assistant to the president for education, and Steve Robinson, special assistant, Domestic Policy Council, discuss education issues.

(Right) Council of the Great City Schools Executive Director Michael Casserly testifies before the U.S. Senate Subcommittee on Children and Families about the Council's report on black males. Photo Credit: U.S. Senate, Health, Education, Labor and Pensions Committee



(Middle) Journalist Gwen Ifill, far right, poses with the Council's leadership, left to right, Past Chair Carol Johnson, Chair-elect Beverly Hall and Chair Dilafruz Williams.

(Bottom left) David Hunke, left, president and publisher of *USA TODAY*, listens as Miami Superintendent Alberto Carvalho lists ways the national media can help education at the *Unite to Make a Difference* Education Forum.

(Bottom right) Charlotte Schools Superintendent Peter Gorman, San Francisco Schools Superintendent Carlos Garcia and Philadelphia Schools Superintendent Arlene Ackerman participate in a panel discussion moderated by John Hillkirk, the editor of *USA TODAY*, at the *Unite to Make a Difference* Education Forum.



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 2010-2011, the Council—

- ❑ Launched the inaugural *USA Today*-CGCS Education Forum called “Unite to Make a Difference,” bringing together education, business and news leaders.
- ❑ Conducted a press conference to release ground-breaking report on black-male achievement, sparking an avalanche of national news media coverage for more than two weeks.
- ❑ Coordinated a National Town Hall Meeting on Black Male Achievement, moderated by CBS News chief national and *60 Minutes* correspondent Byron Pitts.
- ❑ Participated in the release of the 2009 Trial Urban District Assessment results in science.
- ❑ Launched a media outreach campaign for the Council’s Key Performance Indicators Project, prompting a visit to the *Wall Street Journal* editorial board, an op-ed in the *Cincinnati Enquirer*, a column in the *Dallas Morning News* and an article in *Education Week*.
- ❑ Wrote commentaries in the *Atlanta Journal-Constitution*, the *Pittsburgh Post-Gazette* and the *Washington Post*.
- ❑ Inspired a cover story on superintendent tenure in *District Administration* magazine.
- ❑ Fielded scores of inquiries from such national media outlets as the *New York Times*, *Washington Post*, *USA Today*, CNN and the Associated Press.
- ❑ Announced the inaugural winners of the Council’s ExxonMobil Bernard Harris Math and Science Scholarships.
- ❑ 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.
- ❑ Published eight issues of the *Urban Educator*.
- ❑ Conducted the 10th 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 2010-2011, the Council—

- ❑ Promoted a second stimulus jobs-related bill beginning in 2009, helping to secure passage of the \$10 billion Education Jobs bill and extend the legislation’s funding availability over multiple school years.
- ❑ Invited to write a book chapter on the history of urban school involvement in federal legislation.
- ❑ Provided comments and proposed revisions to regulations issued by the U.S. Department of Education on funding the Investing in Innovation program and the Department’s discretionary grant priorities.
- ❑ Worked to maintain appropriations for Title I and III, and IDEA in the FY 2011 Continuing Resolution.
- ❑ Submitted extensive recommendations to congressional education committees on the reauthorization of the Elementary and Secondary Education Act (ESEA) to streamline the Act, eliminate the AYP-based accountability system, and emphasize local decision-making in the targeting of school interventions.
- ❑ Provided recommendations for the reauthorization of the Child Nutrition Act that would increase meal reimbursement, streamline paperwork requirements, and increase the enrollment of eligible children.
- ❑ Submitted extensive comments to the U.S. Department of Agriculture requesting revisions to the proposed Child Nutrition Act rules that would reduce costs, eliminate unfunded requirements, and offer flexibility.

Highlights of Council Activities

- ❑ Assisted the House Education and Workforce Committee in securing Great City Schools witnesses on child nutrition and helped Houston prepare testimony for congressional hearing on regulatory burden.
- ❑ Worked with the new chairman of the House Committee on Education and Workforce to streamline pending ESEA legislation and remove unnecessary federal programming requirements from the statute.
- ❑ Surveyed the Council's membership on the turnaround models being used with the Title I School Improvement Grants program.
- ❑ Supported legislation extending the Qualified School Construction Bond (QSCB) program under the American Recovery and Reinvestment Act and advocated for permanent availability of bonding authority.
- ❑ Secured urban schools representation on the Equity and Excellence Commission created by U.S. Secretary of Education Arne Duncan.
- ❑ Submitted comments and recommendations to the Federal Communications Commission (FCC) on streamlining the E-Rate application process and expanding broadband Internet services in urban schools.
- ❑ Convened the Annual Legislative/Policy Conference, and dedicated the four-day meeting to briefings and discussions on the federal budget and appropriations, reauthorization of ESEA, and stimulus funding.
- ❑ 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 improvement, 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 2010-2011, 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 an in-depth analysis of trends in urban student achievement on NAEP to investigate instructional and organizational practices that led to improvements.
- ❑ Convened the 2010 annual meeting of Research and Curriculum Directors in San Francisco.
- ❑ Oversaw research projects in nine member districts funded by the Council's Senior Urban Education Research Fellowship program and published four fellowship reports.
- ❑ Published a research report on the role and characteristics of urban school superintendents.
- ❑ Published *A Call For Change: The Social and Educational Factors Contributing to the Outcomes of Black Males in Urban Schools* and presented results at congressional hearings and education organizational meetings.
- ❑ Published *Beating the Odds X: An Analysis of Student Performance on State Assessments and NAEP*.
- ❑ Published *Recent Performance Trends in Urban Districts: A Closer Look at 2009 NAEP TUDA Results*--a companion report to the Gates study on alignment and instructional practices.
- ❑ Presented the findings of *Documenting Current Data Practices in Urban Districts, Schools and Classrooms* with AIR at the American Education Research Association's Annual Conference.
- ❑ Conducted a major survey on urban school districts interpretation and reaction to selected Common Core Standards and presented results to writers and stakeholders.
- ❑ Conducted a survey in Council school districts on the challenges Black males face in urban schools.
- ❑ Convened the first meeting of the internal advisory group on *A Call for Change*.

Highlights of Council Activities

- ❑ Published a study on implementation of the Reading 180 program.
- ❑ 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.

ACHIEVEMENT AND PROFESSIONAL DEVELOPMENT

Improving the performance of all students and closing achievement gaps is one of the Council's most important priorities. In 2010-2011 the Council—

- ❑ Facilitated two meetings of the Task Forces on Achievement and Professional Development.
- ❑ Provided technical assistance to districts requesting feedback on planning documents and reports.
- ❑ Conducted a survey on professional development policies and practices in the member districts.
- ❑ Convened a national strategy session on improving science education in urban schools.
- ❑ Provided Strategic Support Teams to Anchorage (mathematics), Providence (English language learners, special education), Austin (special education), Philadelphia (special education) 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.
- ❑ Continued working with member district staff and national organizations on the implementation of the Common Core State Standards (CCSS).
- ❑ Provided numerous presentations of the CCSS at Council conferences and job-alike groups.
- ❑ Convened annual meeting of research and curriculum directors dealing with major issues around teaching, learning, and assessment.
- ❑ Assisted six member districts (Albuquerque, Atlanta, Boston, Cleveland, Philadelphia, and St. Paul) in obtaining funding from the Bill & Melinda Gates Foundation to pilot the CCSS.
- ❑ Conducted two meetings in January and March 2011 with districts to discuss lessons learned and concerns around CCSS implementation.

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 and funding of urban schools. In 2010-2011, the Council—

- ❑ Facilitated meetings of the Finance and Leadership, Governance and Management Task Forces.
- ❑ Participated in the U.S. Department of Education's labor/management summit in Denver.
- ❑ Served on the transition committee for the interim Chicago schools CEO.
- ❑ Provided Strategic Support Teams and technical assistance to Birmingham (Facilities Service), Nashville (Food Services Operations), St. Paul (Transportation Operations), and Houston (Construction Services, Technology & Information Systems).
- ❑ Presented the Council's key performance indicators work at numerous national forums, and published a book chapter on the initiative.
- ❑ Gave numerous presentations to member school boards on superintendent searches.
- ❑ Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, and Chief Information Officers.

Highlights of Council Activities

- ❑ Presented the Award for Excellence in Finance Management to the Houston Independent School District.
- ❑ Published the fifth edition of *Managing for Results in America's Great City Schools, A Report of the Performance Measurement & Benchmarking Project*.
- ❑ Developed a prospectus for a Center for Urban School Executives.
- ❑ Expanded the Council's automated document warehouse — EduPortal.
- ❑ Fielded numerous 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 2010-2011, the Council—

- ❑ Released the *Succeeding with English Language Learners* study at the Annual Fall Conference.
- ❑ Provided a 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 (ELL) 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.
- ❑ Convened joint meeting with the Council of 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 2010-2011 the Council—

- ❑ Conducted an external audit of the organization's 2010-2011 spending.
- ❑ Received an unqualified audit on 2009-2010 spending.
- ❑ Arranged the Annual Fall Conference in Tampa and 14 staff forums.
- ❑ Began preliminary feasibility study of office relocation alternatives for 2015.
- ❑ Continued cleanup and update of the organization's database system.
- ❑ Continued to refine online conference registration system for the membership.
- ❑ Managed financials for thirteen Strategic Support Teams, eight grants, 10 programs, and 12 meetings and conferences.
- ❑ Prepared budget for two major grant proposals.
- ❑ Entertained numerous requests for membership information.
- ❑ Managed the Dr. Shirley Schwartz Urban Impact Scholarship, and the ExxonMobil Bernard Harris Math and Science Scholarships.
- ❑ Hired two new employees.



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 Cambium Learning Group, includes a \$10,000 college scholarship for presentation to a senior in the winner's school system or system from which the winner graduated.

Arlene Ackerman, superintendent of The School District of Philadelphia, received the award at the 2010 Fall Conference in Tampa. Ackerman has led the district since 2008, and under her leadership the school system launched a five-year strategic plan, *Imagine 2014*, focusing on providing significant resources to struggling schools. As a result, half of the district's students for the first time scored at the proficient or advanced level on Pennsylvania's standardized test.



Philadelphia Schools Superintendent Arlene Ackerman, center, holds her \$10,000 oversize check and is congratulated by ARAMARK's Dennis Maple, Cambium's Carolyn Gettridge, Atlanta Schools Superintendent Beverly Hall and Council Executive Director Michael Casserly.

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
2010 Arlene Ackerman, Superintendent	The School District of Philadelphia

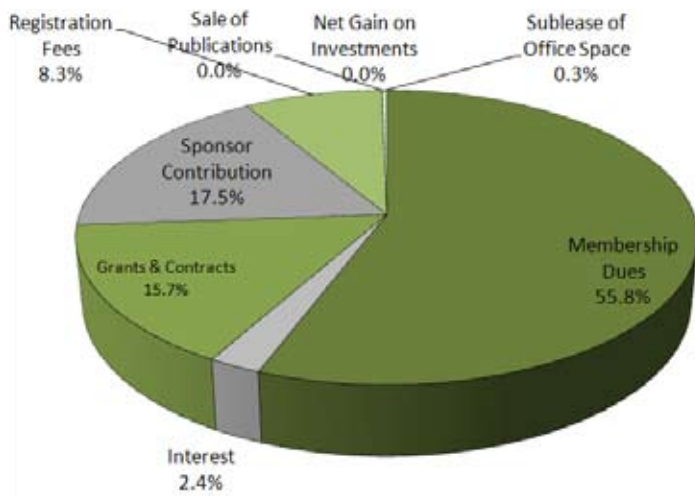


Ashley Nieves, right, a student at Montclair State University, is congratulated by Montclair Dean Ada Beth Cutler for receiving the Dr. Shirley Schwartz Urban Education Impact Award Scholarship.

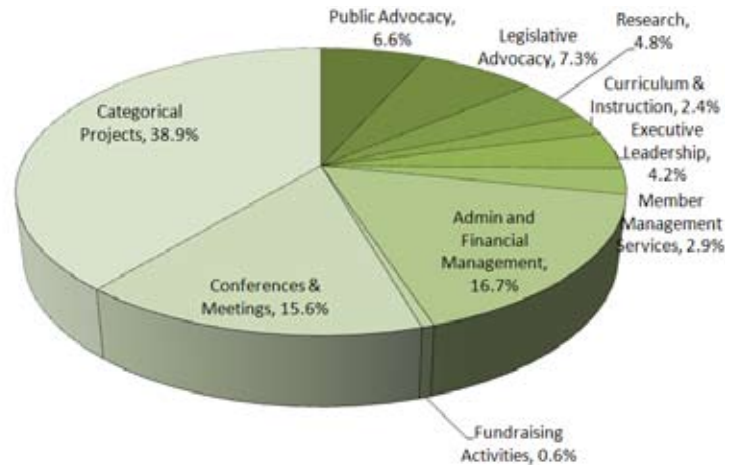
SHIRLEY S. SCHWARTZ URBAN EDUCATION IMPACT AWARD

The Council of the Great City Colleges of Education, an affiliate group of deans working with big-city school leaders, presented the second annual Dr. Shirley S. Schwartz Urban Education Impact Award to Montclair State University and Newark Public Schools for their Partnership for Instructional Excellence and Quality program designed to support, develop and maintain educators at every stage of their development. 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
FY09-10

Preliminary Estimate
FY10-11

Revenue

	Audited Report FY09-10	Preliminary Estimate FY10-11
Membership Dues	\$2,363,157	\$2,349,274
Interest	102,634	100,241
Grants & Contracts	1,741,810	659,806
Sponsor Contributions	818,855	735,905
Registration Fees	410,723	351,350
Sale of Publications	94	357
Net Gain on Investments	280,297	0
Sublease of Office Space	11,709	12,635
Total Revenue	\$5,729,279	\$4,209,568

Expenses

Public Advocacy	\$361,532	\$346,801
Legislative Advocacy	371,195	380,032
Research	336,895	249,739
Curriculum & Instruction	113,691	126,750
Executive Leadership	328,163	217,492
Member Management Services	151,811	151,336
Admin & Financial Management	854,959	874,048
Fundraising Activities	23,614	29,069
Conferences & Meetings	749,554	812,628
Categorical Projects	2,757,369	2,030,494
Total Expenses	\$6,048,783	\$5,218,389

Change in Net Assets	(\$319,504)	(\$1,008,821)
Net Assets, Beginning	\$6,239,266	\$5,919,762
Net Assets, Ending	\$5,919,762	\$4,910,941

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Teachscape
Texas Instruments
USA TODAY Education
Wireless Generation



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2011 HRD/Personnel Directors Meeting

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Headsprout
Houghton Mifflin Harcourt
Imagine Learning Inc.
McGraw Hill Education
Ombudsman Educational Services
Knowledge Delivery Systems

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GlobalScholar
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2011 Chief Information Officers Meeting

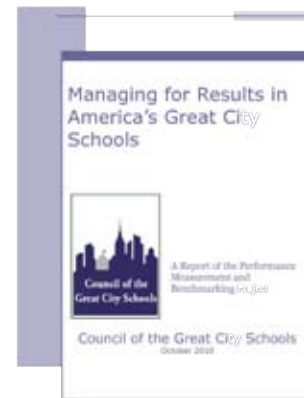
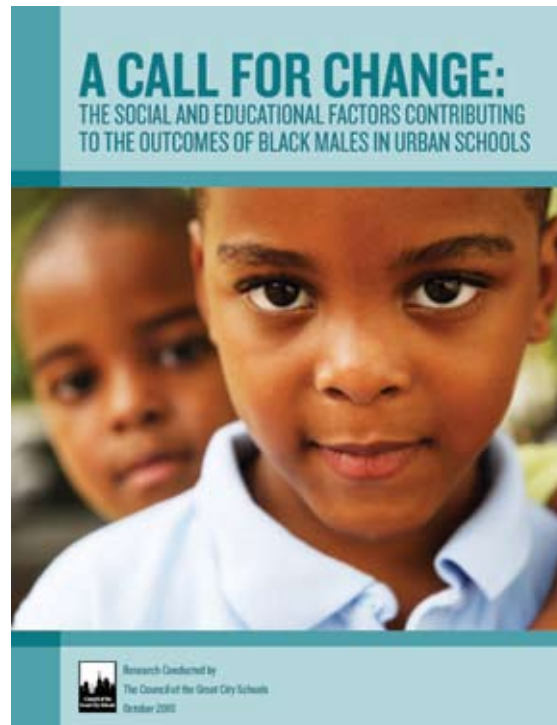
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2010 Public Relations Executives Meeting

ARAMARK Education
SchoolMessenger

Shirley Schwartz Urban Education Impact Award Scholarship

Meria Carstarphen
Michael Casserly
Carol Comeau
Alan Ducan
Balagtas Estrella
Arthur Feinberg
Julie Halbert
Beverly Hall
Shirley Lathern
Sharon & Jessie Lewis
Chartles MacArthur
Candy Olson
Ricki Price-Baugh
Donald Reed
Joseph Schwartz
Terry Tabor
Teresita Valecruz



- WordSift: Supporting Instructional Learning Through Technology in San Francisco**, Spring 2011
This report presents the work of Dr. Kenji Hakuta, a professor of education at Stanford University, working in conjunction with the Strategic Education Research Partnership in the San Francisco Unified School District.
- Word Generation in Boston Public Schools: Natural History of a Literacy Intervention**, Spring 2011
This report documents the work of Dr. Joshua Lawrence and Dr. Catherine Snow, professors at the Harvard Graduate School of Education, working in conjunction with the Strategic Education Research Partnership in Boston Public Schools.
- Beating the Odds: An Analysis of Student Performance on State Assessments and NAEP**, March 2011
This tenth edition of Beating the Odds examines student achievement in mathematics and reading from spring 2009 through spring 2010.
- A Call for Change, The Social and Educational Factors Contributing to the Outcomes of Black Males in Urban Schools**, November 2010
This report presents stark data on the differences between black and white academic and social achievement from the cradle to adulthood, describing “comprehensive challenges” facing African-American males nationwide and in the major cities.
- Lessons for Establishing a Foundation for Data Use in DC Public Schools**, October 2010
This report documents the work of Dr. Becky Smerdon, Managing Director of Education Research and Policy Quill Research Associates, working in conjunction with the District of Columbia Public Schools.
- Accountability and Performance in Secondary Education in Milwaukee Public Schools**, October 2010
This report presents the work of Dr. Robert Meyer at the University of Wisconsin-Madison, working in close collaboration with Milwaukee Public Schools.
- Managing for Results in America’s Great City Schools**, October 2010
This is the fifth 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 Superintendents: Characteristics, Tenure, and Salary Seventh Survey and Report**, Fall 2010
This seventh survey of urban superintendents’ characteristics, tenure, and salary, reports trends since 1997.

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Terry Tabor, Conference Manager
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Anna Barerra, Administrative Assistant

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Amanda Rose Corcoran, Research Manager
Candace Simon, Research Manager
Renata Uzzell, Research Manager

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Michell Yorkman, Special Projects Manager



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