



# COUNCIL



*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.*

# OF THE GREAT CITY SCHOOLS

**2002-2003 Annual Report**

# **Council of the Great City Schools Executive Committee – 2002-2003**

## **Officers**

Chair of the Board:

Anna Dodson, Norfolk School Board

Chair-Elect:

Carlos Garcia, Clark County Superintendent

Secretary-Treasurer:

Judith Farmer, Minneapolis School Board

Immediate Past-Chair:

Manuel Nunez, Fresno School Board

## **Members**

Arlene Ackerman, San Francisco Superintendent

Marion Bolden, Newark Superintendent

Judie Budnick, Broward County School Board

Marlene Canter, Los Angeles School Board

Arne Duncan, Chicago Superintendent

Arthur Griffin, Charlotte School Board

Beverly Hall, Atlanta Superintendent

Cleveland Hammonds, St. Louis Superintendent

Pat Harvey, St. Paul Superintendent

William Isler, Pittsburgh School Board

Mona McGregor, Omaha School Board

Tom Payzant, Boston Superintendent

Stan Paz, Tucson Superintendent

Eugene Sanders, Toledo Superintendent

Carmen Russo, Baltimore Superintendent

George Thompson, Nashville School Board

Tom Tocco, Ft. Worth Superintendent

Bolgen Vargas, Rochester School Board

Vacant

Vacant

Donna Evans, Ohio State University Dean

*Ex Officio*

Cover Photos: Top row l-r: Students from Houston Independent School District, Miami-Dade County Public Schools. Bottom Row: Students from Austin Independent School District.  
Inside Photo: Students from Memphis City Public Schools

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Photography by Alex Jones, Manish Naik, Clarence Tabb Jr., David Omer & Ronald Thomas



June 30, 2003

The theme for the Council of the Great City Schools' 46<sup>th</sup> Annual Fall Conference in Fort Lauderdale, Fla., "Navigating Educational Excellence," was appropriate for the entire year. It exemplifies the work of the Council and its member districts, which spent much of their time wading through the *No Child Left Behind* (NCLB) Act, *Individuals with Disabilities Education Act* (IDEA) and other legislation that has a profound impact on public education.

There is no doubt that 2002-2003 was a banner year. Despite challenging new mandates and shrinking school budgets, Council districts continued to make gains in achievement, stabilizing leadership and increasing confidence in public education.

Two groundbreaking reports released this year—*Foundations for Success* and *Beating the Odds III*—give us justifiable reasons to celebrate. Both reports present clear and compelling proof that urban schools are simultaneously raising academic achievement and reducing the achievement gap among all sub-groups. These reports should go far in helping to dismantle the misinterpretations and exaggerations perpetuated about our nation's urban schools.

The Council broke the pattern of short-term leadership in urban school districts by spearheading a move for stability. The significant gains in student achievement in the four districts chronicled in the *Foundations for Success* report provide powerful cases for sustained governance. The fact that several school boards, including my own in Norfolk, Va., recently extended the contracts of their superintendents is evidence that a much needed and welcomed trend is emerging.

If the huge, unprecedented monetary awards, gifts and grants garnered this year by Council districts and schools were used as an indicator of the public's confidence in urban education, we would see an unequivocally strong resurgence of public support. Kudos to all recipients and thanks to each donor.

The Council has been at the helm navigating for excellence and equity in public education for nearly 50 years, and each year reinvigorates its efforts. The Council is well-positioned to stay ahead of key educational issues and poised to provide its constituency with strategic support teams, information and data found nowhere else.

We thank Michael Cassely, Executive Director, and the Council's staff for working closely with policymakers on Capitol Hill, helping to inform, simplify and streamline the tenets of the NCLB Act and IDEA. We, also, thank the Council for serving as a "lighthouse"—shining rays of light and beams of understanding on the complexities in the new sweeping legislative reforms.

We are proud of this year's accomplishments, and with adequate funding and support, we will be able to fulfill our commitment—"to educate all urban school students to the highest academic standards." **NO CHILD WILL BE LEFT BEHIND.**

Anna G. Dodson  
Chair of the Board



June 30, 2003

I am pleased and proud to present this report on the activities of the Council of the Great City Schools during the 2002-2003 program year.

It was an excellent year for the Council. But it was also a challenging one. The slowdown in the economy has had profound effects on urban schools. Each of our districts has struggled mightily to keep the cutbacks away from the classroom. Not all of our efforts were successful, however. Still, urban schools remain optimistic about the future and enthusiastic about our work.

A number of developments this year made that optimism possible. The Council released its third report in our *Beating the Odds* series, which shows sustained and steady progress in our attempts to boost student achievement. The report also showed new evidence that reading performance was beginning to improve.

The Council also released its long-anticipated study on how some urban school districts were improving student achievement across the board. The study, *Foundations for Success*, broke new ground in clearly identifying common reforms among some of the nation's fastest-improving urban school systems. The analysis, conducted with MDRC, gave new impetus to district-level reform across the country and signaled once again how serious we are about improving student achievement.

The Council, moreover, worked hard this year to implement the federal *No Child Left Behind Act* and to streamline the *Individuals with Disabilities Education Act* (IDEA). Our legislative arm continues to be the best in the city.

The group also filed an important *amicus* brief in the Campaign for Fiscal Equity case arguing for adequate funding for the New York City schools; convened numerous Strategic Support Teams, with the support of The Broad Foundation, to boost achievement and strengthen management in our systems; produced the first national advertising campaign in the organization's history; and improved our teaching and learning initiatives.

And the Council held what everyone considered the organization's best Annual Fall Conference—this year in Florida's Broward County.

I thank Anna Dodson, Norfolk School Board member and Chair of the Council, for her outstanding leadership this year. Her steadfast commitment to urban children shined through every meeting she chaired. Finally, I thank the Council staff, who continues to work miracles no matter what. Thank you.

Michael Casserly  
Executive Director

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**U.S. Secretary of Education Rod Paige meets with the Council's Board of Directors to discuss the No Child Left Behind law. Left to right, Council Executive Director Michael Casserly, Council Chair Anna Dodson, and Norfolk Superintendent John Simpson.**

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**Karla Scoon Reid of Education Week moderates the Council's Town Hall Meeting on school governance with panelists, left to right, school reformer Don McAdams, Clark County Superintendent Carlos Garcia, Long Beach school board president Bobbie Smith, Professor Thomas Glass, Charlotte-Mecklenburg school board chair Arthur Griffin, Los Angeles County Superintendent Darline Robles and Pittsburgh school board member William Isler.**

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**Council Chair Anna Dodson and Council Executive Director Michael Casserly flank former United Nations Ambassador Andrew Young at the Council Annual Fall Conference.**

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**T**he Council of the Great City Schools brings together the nation's largest urban public school systems in a coalition dedicated to the improvement of education for children in the inner cities. The Council and its member school districts work to help our schoolchildren meet the highest standards and become successful and productive members of society.

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

The organization also helps to build capacity in urban education with programs to boost academic performance and narrow achievement gaps; improve professional development; enhance the opportunity to learn; and strengthen leadership, governance, and management.

The Council of the Great City Schools accomplishes its mission by connecting urban school district personnel from coast to coast who work under similar conditions. Staff with responsibilities for curricula, research and testing, finance, operations, personnel, technology, legislation, communications and other areas confer regularly under the Council's auspices to share concerns and solutions and discuss what works in boosting achievement and managing operations.

In addition, joint efforts with other national organizations, corporations, and government policymakers extend the Council's influence and effectiveness outside member school districts to the larger, interdependent world that will ultimately benefit from the contributions of today's urban students.

**S**ince the organization's founding in 1956, geographic, ethnic, language, and cultural diversity have typified the Council's membership. That diversity propels the coalition forward to see that all citizens receive an education that will equip them with the skills and knowledge to compete successfully in the world marketplace and to enhance the quality of their lives in a society changing with phenomenal speed. The well-spring of accomplishments and innovations rising from our inner cities testifies to the resounding benefits of investment in the nation's urban centers and in their public schools.

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**St. Paul Superintendent Pat Harvey, left, and board member Anne Carroll listen intently at the Council Legislative/Policy Conference.**

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**Broward County school board member Judie Budnick and Superintendent Franklin Till attend a session at the annual Fall Conference.**

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**Fort Worth school board member Jesse Martinez, Anchorage Superintendent Carol Comeau and Norfolk school board member Anna Dodson discuss the Council's Beating the Odds report at a press conference in Washington, D.C.**

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**Charlotte-Mecklenburg school board member Arthur Griffin, left, and Superintendent James Pughsley give a session presentation at the Council Annual Fall Conference.**

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

## Our Vision

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

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

## Our Mission

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

## Our Goals

### **Primary**

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

### **Secondary**

To lead, govern and manage our urban public schools in ways that advance the education of our children and inspire the public's confidence.

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

# CRITICAL TRENDS IN URBAN EDUCATION



Council of the Great City Schools  
October 2007

# BEATING THE ODDS

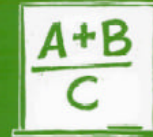
A CITY-BY-CITY ANALYSIS OF STUDENT PERFORMANCE AND ACHIEVEMENT GAPS ON STATE ASSESSMENTS

RESULTS FROM THE 2001-2002 SCHOOL YEAR



Council of the Great City Schools  
March 2003

# Assessing English Language Learners in the Great City Schools



March 2001

# English Language Learners in the Great City Schools: Survey Results on Students, Languages and Programs



March 2005

# FOUNDATIONS FOR SUCCESS

Case Studies of How Urban School Systems Improve Student Achievement

REPORT FOR THE COUNCIL OF THE GREAT CITY SCHOOLS



## Urban Educator

Vol. 12, No. 8 www.egcs.org April 2005

### Urban Educators Discuss No Child Left Behind

After three years, critics charge that the law is not meeting its goals. Urban educators are skeptical about the law's impact on students and schools.

### Impact of Budget Cuts—What Districts Are Doing to Stay Afloat

As state and federal governments face budget cuts, urban districts are looking for ways to stay afloat.

### War Hits Home

A report from the Council of the Great City Schools on the impact of the war on urban schools.

### In This Issue

District Release Report of Phase Conference  
Newest Conference Report on Urban Schools  
Lightbulb: Action: School Report, USA 10

**S**chool 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.

**T**he **Board of Directors** is composed of the Superintendent and one Board of Education member from each member district, making the Council the only national educational organization so constituted and the only one whose purpose and membership is solely urban. The Board meets twice a year to determine and adopt policies. It elects a 24-member **Executive Committee**, which exercises governing authority when the Board is not in session.

The Board of Directors established five special task forces in 1998 and 1999 to address major issues facing the membership. Created were a **School Finance Task Force** to explore ways to challenge urban school funding inequities around the nation and a **Bilingual, Immigrant and Refugee Education Task Force** to focus on issues around the education of English language learners.

A **Task Force on Achievement Gaps** was established to eliminate gaps in the academic achievement of students by race. A **Task Force on Leadership and Governance** addresses the increasing concern about issues surrounding urban school leadership and management; and a **Task Force on Professional Development** explores ways to give teachers and administrators the latest tools and techniques to improve student achievement.

**Three Subcommittees of the Executive Committee** provide support in financial and organizational areas:

**By-Laws:** Defines the Council's mission, responsibilities, and composition within the framework of applicable laws and regulations.

**Audit:** Reviews and studies budgetary matters and ensures that revenues are properly managed.

**Membership:** Determines eligible cities for membership and recruits, screens, and recommends new members.

**I**n addition to these governing bodies, a network of deans of the **Great City Colleges of Education** and **staff liaisons** from various school district departments encourage information exchange with counterparts in other cities. Common concerns in areas such as student achievement, public relations, technology, human resources, finance, research, legislation, special education, and curriculum connect urban education personnel from member cities to share the ideas and experiences of the larger group.

# Characteristics of the Great City Schools

✍ Total student enrollment.....	7 million
African American .....	38.4%
Hispanic .....	31.4%
White.....	23.2%
Asian/Pacific Islander.....	6.4%
Alaskan/Native American.....	0.7%
✍ Free/reduced price lunch eligibility.....	61.9%
✍ English Language Learners.....	17.9%
✍ Students with Individualized Education Programs (IEP's).....	12.9%
✍ Number of languages spoken.....	120
✍ Total number of teachers.....	411,117
✍ Total number of schools.....	9,927
✍ Average teacher salary.....	\$41,083
✍ Average expenditures per student.....	\$6,835
✍ Total Revenue .....	\$40 billion
Local.....	43.0%
State.....	47.3%
Federal.....	9.7%

Source: National Center for Education Statistics



**P**ublic Relations Executives Meeting  
 San Diego, CA  
 July 12-14, 2002

**Executive Committee Meeting**  
 New York City, NY  
 July 19-20, 2002

**Research/Assessment Symposium**  
 Denver, CO  
 July 25-27, 2002

**Annual Fall Conference**  
 Fort Lauderdale, FL  
 October 16-20, 2002

**Chief Financial Officers Meeting**  
 Chicago, IL  
 November 6-9, 2002

**Executive Committee Meeting**  
 Las Vegas, NV  
 January 24-25, 2003

**HRD/Personnel Directors Conference**  
 Albuquerque, NM  
 February 5-8, 2003

**Legislative/Policy Conference**  
 Washington, DC  
 March 22-25, 2003

**Chief Operating Officers Meeting**  
 Austin, TX  
 April 9-12, 2003

**ERP Working Group/MIS Conference**  
 Denver, CO  
 June 4-7, 2003

**Curriculum Directors Meeting**  
 Anchorage, AK  
 June 26-28, 2003

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*Omaha school board members Mona McGregor, left, and Nancy Huston focus on legislative issues being discussed at the Council Legislative/Policy Conference.*

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*Council Chair-Elect Carlos Garcia gives his undivided attention at the Legislative/Policy Conference.*

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**M**ore than 800 urban school superintendents, administrators, board members and deans of colleges of education assembled in Fort Lauderdale, Fla., to attend numerous sessions focused on the challenges and issues facing the nation's big-city school districts at the Council's 46<sup>th</sup> Annual Fall Conference, October 16-20, hosted by the Broward County School District.

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**Civil rights leader Andrew Young addresses urban educators at the conference.**

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Under the theme, "Navigating Educational Excellence 2002," the conference featured a keynote address by former congressman and ambassador to the United Nations Andrew Young, who observed that the success of the United States is based on the ability to educate a diverse school population.

The former congressman and mayor of Atlanta also encouraged attendees to obtain the support of the political community, as well as business leaders because politics play such a big part in the success of a big-city school district.

The issue of how to improve and maintain stable leadership and governance in the nation's urban school districts was addressed at a lively 90-minute Town Hall Meeting moderated by Karla Scoon Reid, an urban education reporter for *Education Week*. The panel consisted of two superintendents, three school board members, a university professor and a school reformer.




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**Journalist Ray Suarez discusses how the media covers education in America.**

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**Judge Glenda Hatchett stresses the importance of education in children's lives.**

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Ray Suarez, a journalist with public television's "The NewsHour with Jim Lehrer," shared his views about education and criticized the way the media covers the nation's public school systems.

Also addressing the conference was former juvenile court judge Glenda Hatchett of the nationally syndicated television series "Judge Hatchett," who gave an inspiring address about her efforts as a judge to improve the lives of children.




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**Former U.S. Secretary of Education Richard Riley shares his views at a session on financing school construction.**

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The nation's big-city leaders and deans of colleges of education attended numerous breakout sessions, including a session on financing school construction featuring former U.S. Secretary of Education Richard Riley, who emphasized the need to build more schools.

Urban school leaders from around the nation converged in the nation's capital to discuss the implementation of the *No Child Left Behind Act of 2001* (NCLB) at the Council of the Great City Schools' Annual Legislative/Policy Conference, March 22-25.



**Education Secretary Rod Paige praises the Council's Foundations for Success report at the Legislative/Policy Conference.**

Conferees heard from U.S. Secretary of Education Rod Paige, who thanked urban school leaders for their efforts in implementing the education law in their respective school districts. The former superintendent and board member of the Houston Independent School District also advised urban school board members to work together with superintendents. "You cannot solve long-term problems with short-term leadership," said Paige.

Conferees received a briefing on NCLB from Susan Sclafani, counselor to the U.S. secretary of education and the former chief of staff for educational services in the Houston school district.



**Susan Sclafani, counselor to the U.S. secretary of education, briefs urban educators on the No Child Left Behind Act.**

Sclafani told the nation's big-city school leaders that the education department is working in partnership with all the states to ensure that they find flexibility in the law and implement reforms that will benefit all students.

Urban educators also heard from education officials from New York City and Los Angeles about their experiences in implementing supplemental services and the school choice provisions of NCLB. Brian Morrow, New York City's superintendent for NCLB supplemental educational services, told conferees that the district embarked on a \$100,000 outreach campaign consisting of 240,000 mailings and automated phone calls in 10 languages in an effort to make sure parents understood what choices were out there.



**New York City's Brian Morrow discusses the district's experiences implementing the No Child Left Behind law.**

Also addressing the conference was Rep. Bobby Scott (D-Va.), who discussed federal funding prospects in education. After his address, the congressman was presented with a special recognition award for outstanding leadership and advocacy in preserving funding for the nation's public schools.



**Congressman Bobby Scott uses charts to discuss the federal budget.**



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*Singer Melba Moore entertains conferees at the 2002 Fall Conference in Fort Lauderdale.*

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*Sacramento Superintendent James Sweeney discusses the Councils Foundations for Success report at a press conference at the National Press Club in Washington, D.C.*

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*Congressman Bobby Scott receives a special recognition award from Council Chair Anna Dodson and Executive Director Michael Casserly.*

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*District of Columbia Superintendent Paul Vance joins D.C. schoolchildren at a ceremony commemorating the one-year anniversary of the 9/11 terrorist attacks, in which three district schoolchildren and three teachers were killed.*

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*District of Columbia schoolchildren send peace and hope around the world by releasing white petals into the Potomac River.*

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### Public Advocacy

The Council of the Great City Schools works to give the public and the press a balanced and accurate view of the challenges, developments, and successes of urban public schools. In 2002-2003, the Council—

- Developed and launched a national advertising campaign for city school districts.
- Held a press conference to release *Beating the Odds III*.
- Provided a Strategic Support Team on communications to the Detroit Public Schools.
- Fielded hundreds of inquiries from such media outlets as the *New York Times*, *Washington Post*, *USA Today*, ABC News and the Associated Press.
- Held a press conference to release *Foundations for Success*.
- Formed an ad hoc committee on “*No Child Left Behind*.”
- Garnered journalism awards from the National School Public Relations Association for the organization’s *Urban Educator* newsletter and *2001-2002 Annual Report*.
- Published eight editions of the award-winning *Urban Educator*.
- Conducted the Second Annual Public Relations Executives Meeting.

### Legislative Advocacy

In voicing its proposals and ideas to Congress and other federal policymakers, the Council helps shape legislation to strengthen the quality of schooling for the nation’s urban children. In 2002-2003, the Council—

- Secured some \$175 million in newly-targeted Title I funds for the member school districts—on top of \$517 million in new funds coming from increased appropriation levels.
- Secured some \$50 million in newly-targeted Title III bilingual education funds for the member districts in the 2002-2003 school year.
- Secured an additional \$214 million in new IDEA funds for the member districts.
- Filed an amicus brief in the U.S. Supreme Court in the case of *Gratz vs. Bollinger* arguing to preserve flexibility at the University of Michigan to use race in its admissions policies.
- Submitted comments to the Department of Education on *No Child Left Behind*, secured numerous changes in the final regulations, and highlighted inconsistencies between the law and the final rules.
- Conducted eight conference calls with the general membership on the implementation of *No Child Left Behind* and numerous calls and briefing sessions for individual cities.
- Developed and submitted to the Administration and Congress a major package of recommended changes to the Individuals with Disabilities Education Act (IDEA).

- Secured dozens of revisions to IDEA in the House and Senate bills, including items related to program simplification, due process requirements, and paperwork reduction.
- Testified before the Federal Communications Commission (FCC) on the status of the e-rate program in urban school districts.
- Submitted detailed comments to the FCC on e-rate operations and secured a number of modifications in the final regulations.
- Advocated for greater targeting of Title II of the Higher Education Act and for greater loan forgiveness for teachers in high-need schools.
- Testified on the reauthorization of the Higher Education Act.
- Advocated for greater targeting of funds in the Headstart reauthorization and for greater emphasis on literacy programming.
- Submitted detailed comments to the Center for Medicare and Medicaid Services on draft program guidelines and met twice with senior White House staff on member concerns.
- Provided a Strategic Support Team on federal programming to the Philadelphia Public Schools.
- Convened the Spring Legislative Conference and numerous other meetings for member legislative liaisons, special education directors, bilingual education directors, Medicaid directors, and e-rate coordinators.

### Research

Timely data collection and analysis allow the Council to prepare comprehensive reports, to predict trends, and to assess the effects of various policies and practices on student performance. In 2002-2003, the Council—

- Facilitated the release of the first-ever trial urban NAEP assessment.
- Conducted and released *Critical Trends in Urban Education: Fifth Biennial Survey of America's Great City Schools*.
- Convened annual meetings of Research and Curriculum Directors.
- Responded to hundreds of requests for information and assistance.

### Achievement and Achievement Gaps

Improving student performance and closing racially identifiable achievement gaps is one of the Council's highest priorities. Led by the Task Force on Achievement Gaps, the Council in 2002-2003—

- Released a groundbreaking study on district effects on school achievement, *Foundations for Success: Case Studies of How Urban School Systems Improve Student Success*.
- Published *Beating the Odds III: A City-By-City Analysis of Student Performance and Achievement Gaps on State Assessments*.
- Provided Strategic Support Teams to support curriculum and instruction reforms in Detroit and Philadelphia.

- Provided a Strategic Support Team on research and assessment to the Norfolk Public Schools.
- Conducted numerous presentations to national organizations, community groups, state and federal legislators, business leaders, and local officials on the findings from *Foundations for Success*.

#### Leadership, Governance and Management

A Task Force on Leadership, Governance and Management addresses the quality and tenure of leadership and management in urban schools. In 2002-2003, the Council—

- Provided a Strategic Support Team on the capital improvement plan to the Columbus Public Schools.
- Provided Strategic Support Teams on finance and business operations to the Buffalo, Los Angeles and Des Moines school systems.
- Provided Strategic Support Teams on information technology to the Guilford County and Rochester school systems.
- Provided a Strategic Support Team on the construction program of the Miami-Dade County Public Schools.
- Provided a Strategic Support Team on transportation to the Richmond Public Schools.
- Provided a Strategic Support Team on operations to the Duval County Public Schools.
- Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, and Management Information Directors.
- Convened working groups on best practices in finance, human resources and business operations.
- Continued development of the management EduPortal database.
- Fielded hundreds of requests for management information.

#### Professional Development

The purpose of this initiative is to improve the quality of teacher and principal professional development and address the shortages of qualified teachers and principals. In 2002-2003, the Council—

- Published the Urban Teacher Academy Project “High School Teaching Career Academy Evaluation Framework and Toolkit.”
- Operated the Urban Education Service Corps to recruit teachers of color in Long Beach, Los Angeles, Omaha, Denver and Miami.
- Operated the Great City Teacher Project to recruit and prepare special education teachers in four cities.
- Continued an effort with the Great City Colleges of Education to improve reading achievement in urban schools and investigate alternative pathways to teaching.

### Bilingual, Immigrant and Refugee

America's urban schools serve unusually large numbers of students whose families have come to this nation to seek a better life. In 2002-2003, the Council—

- Provided a Strategic Support Team on bilingual education programming to the Guilford County Schools.
- Compiled and published a new statistical report on the numbers of and programs for English Language Learners in the Great Cities, *English Language Learners in the Great City Schools: Survey Results on Students Languages and Programs*.
- Wrote and published a new guide for testing English Language Learners, *Assessing English Language Learners in the Great City Schools*.
- Convened a special meeting with the U.S. Department of Education on the educational needs of English Language Learners in urban schools.
- Responded to numerous requests for information on Title III of NCLB and on programming for English Language Learners.

### School Finance

One of the priorities of the Council of the Great City Schools is to ensure that its students have the same opportunity to meet the nation's academic standards as students anywhere. In 2002-2003, the Council—

- Filed an *amicus* brief in the Court of Appeals of the State of New York in the case of *Campaign for Fiscal Equity vs. the State of New York* arguing for adequate funding for the city schools.
- Convened a special conference of Medicaid directors from the member cities to discuss new guidelines published by the Center for Medicare and Medicaid Services.
- Conducted special analyses of funding adequacy for a number of member districts considering legal action against their states.
- Drafted special survey of the membership on revenue and expenditure trends in the Great City Schools.
- Published new survey findings on Medicaid cost recovery trends in the Great City Schools.

### Organization and Administration

The Council works tirelessly to manage its resources and ensure the integrity of its programs. In 2002-2003 the Council—

- Received an unqualified (“clean”) audit for the 2001-2002 program year.
- Arranged the Annual Fall Conference and 12 staff forums.
- Boosted net revenues from annual meetings and conferences.
- Revamped the organization's pension, retirement and health benefits.
- Renewed the organization's lease for office space.

## Richard R. Green Award

During the annual fall conference, the Council bestows the Richard R. Green Award upon a past or present member district superintendent or Board of Education member in recognition of exceptional contributions to urban schools and students. As the nation's highest urban education honor, the award pays tribute to the memory of Richard R. Green, former Minneapolis and New York City Public Schools superintendent, who won distinction as an outstanding educator and leader.



*Richard R. Green*

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

John Simpson, superintendent of Norfolk Public Schools, received the award at the 2002 Fall Conference in Fort Lauderdale. Dr. Simpson has been at the helm of the Norfolk school district since 1998 and under his leadership the school system has implemented a comprehensive accountability system and has made important strides in narrowing the achievement gap between students of different racial groups.

## Queen Smith Award for Commitment to Urban Education

Each year at its annual fall conference, the Council presents the Queen Smith Award for Commitment to Urban Education to an urban school educator who has made significant contributions to education and to the community. Sponsored by the Macmillan/McGraw-Hill Publishing Co., the award is named in memory of the company's late vice president of urban programs.



*Queen Smith*

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

Florence Johnson, a member of New York's Buffalo school board since 1992, was the recipient of the award at the 2002 Fall Conference.

**John Simpson, superintendent of Norfolk Public Schools, shares his joy in winning the Richard R. Green Award with his wife, Rita.**

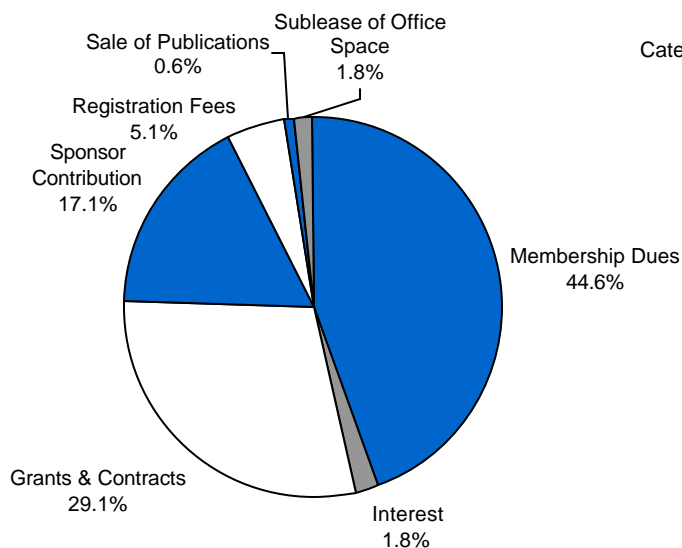


**Queen Smith award-winner Florence Johnson, left, holds her award.**

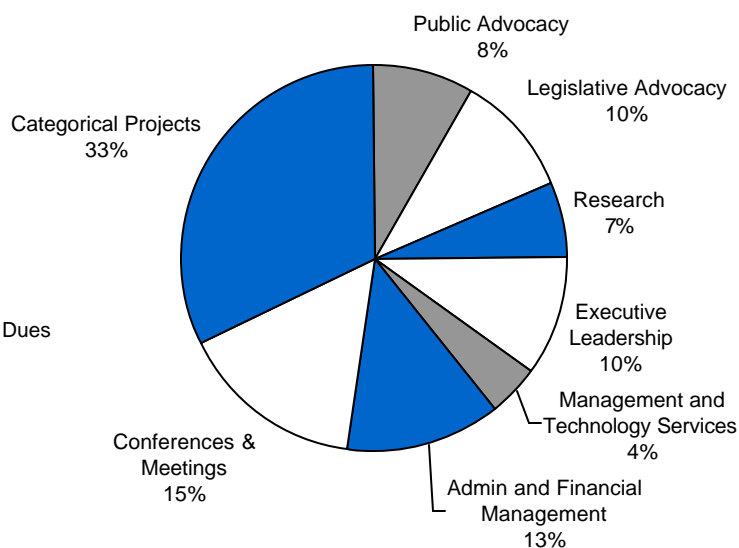
## Richard R. Green Award Winners

1989	Harry Davis, Retired Member	Minneapolis School Board
1990	James Griffin, Retired Member Timothy Dyer, Executive Director	St. Paul School Board National Association of Secondary School Principals
1991	Paul Houston, Executive Director	American Association of School Administrators
1992	Richard Wallace Jr., Superintendent Emeritus	Pittsburgh Public Schools
1993	Constance Clayton, Superintendent	School District of Philadelphia
1994	Holmes Braddock, Board Member	Miami Dade County Public Schools
1995	Curman Gaines, Superintendent	St. Paul Public Schools
1996	James Williams, Superintendent	Dayton Public Schools
1997	Maxine Smith, Retired Member	Memphis City School Board
1998	Gerry House, Superintendent	Memphis City Public Schools
1999	Rod Paige, Superintendent Judith Farmer, Board Member	Houston Independent School District Minneapolis Public Schools
2000	Eric Smith	Charlotte-Mecklenburg Public Schools
2001	Barbara Byrd-Bennett	Cleveland Municipal School District
2002	John Simpson	Norfolk Public Schools

## Revenues



## Expenses



Audited Report FY01-02	Preliminary Estimate FY02-03
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	Audited Report FY01-02	Preliminary Estimate FY02-03
<b>Revenue</b>		
Membership Dues	\$1,789,271	\$1,848,591
Interest	130,806	72,925
Grants & Contracts	1,135,016	1,205,834
Sponsor Contributions	679,785	707,725
Registration Fees	364,800	212,268
Sale of Publications	3,211	26,578
Miscellaneous	0	0
Sublease of Office Space	61,380	73,298
<b>Total Revenue</b>	<b>\$4,164,269</b>	<b>\$4,147,219</b>
<b>Expenses</b>		
Public Advocacy	\$281,215	\$324,379
Legislative Advocacy	335,758	397,713
Research	265,923	259,004
Executive Leadership	399,297	391,446
Management and Technology	146,518	157,379
Admin & Financial	662,185	511,693
Conferences & Meetings	601,945	695,800
Categorical Projects	1,664,639	1,168,520
<b>Total Expenses</b>	<b>\$4,357,480</b>	<b>\$3,905,934</b>
<b>Change in Net Assets</b>	(\$193,211)	\$241,285
<b>Net Assets, Beginning</b>	\$1,273,001	\$1,079,790
<b>Net Assets, Ending</b>	\$1,079,790	\$1,321,075

The Council thanks the following contributors for their generous support in 2002-2003.



Blue Ribbon Corporate Advisory Panel

<b>ARAMARK ServiceMaster Facility Services</b>	<b>Houghton-Mifflin Company</b>	<b>Scott Foresman</b>
<b>Chartwells School Dining Services &amp; Thompson Hospitality</b>	<b>McGraw-Hill Companies</b>	<b>Sodexo</b>
<b>Harcourt School Publishers</b>	<b>Pearson Education</b>	<b>Strategic Resource Solutions</b>
	<b>Scholastic, Inc.</b>	<b>The Cambridge Group</b>
	<b>Scientific Learning Corporation</b>	

**2002 Annual Fall Conference**

ARAMARK ServiceMaster Facility Services  
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 Pearson Education  
 PLATO-Learning Netschools  
 PWC Consulting  
 Riverside Publishers  
 SAP Public Services  
 Scholastic, Inc.  
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 Sylvan Education Solutions  
 The Cambridge Group  
 The Princeton Review  
 Voyager  
 WRC Media, Inc.  
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**2002 Legislative/Policy Conference**

Chancery Student Management Solutions  
 Chartwells School Dining Services & Thompson Hospitality  
 Compass Learning  
 Harcourt Educational Measurement  
 Harcourt School Publishers  
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 Pearson Education  
 Scholastic, Inc.  
 Scientific Learning Corporation  
 Science Weekly  
 Sodexo  
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**Strategic Support Teams**

The Broad Foundation

**5th Annual Curriculum Directors Meeting**

Harcourt School Publishers  
 Holt, Rinehart & Winston  
 Houghton-Mifflin Company  
 McGraw-Hill Education  
 Pearson Education  
 Scholastic, Inc.

**Chief Financial Officers Meeting**

Academic Privatization  
 ARAMARK ServiceMaster Facility Services  
 Banc One Capital Markets  
 BearingPoint  
 C4SI, Inc.  
 Chancery Student Management Solutions  
 Chartwells School Dining Services & Thompson Hospitality  
 Deloitte & Touche LLP  
 Educators Money  
 Follett Educational Services  
 Heery International  
 IBM Global Services  
 JDL Technologies, Inc.  
 KPMG Consulting, LLP  
 Lawson Software  
 Oracle Corporation  
 PeopleSoft, Inc.  
 SAP America, Inc.  
 Sodexo  
 SunGard Bi-Tech. Inc.  
 Sun Microsystems  
 The Facility Group  
 The Stupski Family Foundation  
 US EPA, Energy Star

**Chief Operating Officers Meeting**

Ambac Securities, Inc.  
 CVS Purcell  
 Lawson Software  
 PeopleSoft, Inc.  
 SAP  
 Sun Microsystems  
 The Facility Group  
 Tyson Foods, Inc.  
 XDConsulting Inc.

**HRD/Personnel Directors Meeting**

C4SI, Inc.  
 Cherry Road Technologies  
 Deloitte-Touche  
 Lawson Software  
 Oracle Corporation  
 PeopleSoft, Inc.  
 SAP America, Inc.  
 XD Consulting

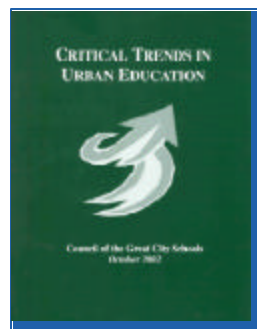
**ERP Working Group/MIS Conference**

BearingPoint, Inc.  
 C4SI, Inc.  
 Chancery Software, Ltd.  
 Cherry Road Technologies  
 CIBER, Inc.  
 Deloitte & Touche  
 Executive Intelligence, Inc.  
 Goalview  
 Government Finance Officers Associates  
 IBM Business Consulting Services  
 JDL Technologies, Inc.  
 Lawson Software  
 Oracle Corporation  
 PeopleSoft, Inc.  
 SAP Public Sector  
 School Link Technologies  
 Solbourne  
 Sun Microsystems  
 XD Consulting

**Research/Assessment Symposium**

Educational Testing Service  
 McGraw-Hill Education  
 Pearson Education  
 Riverside Publishing





- Foundations for Success: Case Studies of How Urban School Systems Improve Student Achievement - September 2002
- Critical Trends In Urban Education - October 2002
- Beating the Odds III: A City-by-City Analysis of Student Performance and Achievement Gaps on State Assessments - March 2003
- Assessing English Language Learners in the Great City Schools - March 2003
- English Language Learners in the Great City Schools: Survey Results on Students, Languages and Programs - March 2003



- Town Hall Meeting - “School Governance/Leadership” from the Council’s 2002 Fall Conference in Fort Lauderdale, Fla.
- Andrew Young, Speaker- Council’s 2002 Fall Conference in Fort Lauderdale, Fla.
- Ray Suarez, Speaker- Council’s 2002 Fall Conference in Fort Lauderdale, Fla.

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Robert Carlson, Director of Management Services

**Teaching and Learning**

Shirley Schwartz, Director of Special Projects  
 Michell Yorkman, Project Specialist

***Council staff surrounds singer Melba Moore, center, at Fall Conference.***



***The Council's legislative staff briefs conferees at the Legislative/Policy Conference.***

# Council Board of Directors and Member Districts 2002-2003

<u>City</u>	<u>Superintendents</u>	<u>Board Members</u>
Albuquerque	Joseph Vigil	Mary Lee Martin
Anchorage	Carol Comeau	Jake Metcalfe
Atlanta	Beverly Hall	Sadie Dennard
Austin	Pascal Forgione	Doyle Valdez
Baltimore	Carmen Varela-Russo	Patricia Welch
Birmingham	Wayman Shiver	Phyllis Wyne
Boston	Thomas Payzant	Elizabeth Reilinger
Broward County	Franklin Till	Judie Budnick
Buffalo	Marion Cañedo	Paul Buchanan
Charlotte-Mecklenberg	James Pughsley	Arthur Griffin
Chicago	Arne Duncan	Michael Scott
Clark County	Carlos Garcia	Sheila Moulton
Cleveland	Barbara Byrd-Bennett	George Dixon
Columbus	Gene Harris	Bill Moss
Dallas	Mike Moses	Ken Zornes
Dayton	Percy Mack	Tony Hill
Denver	Jerry Wartgow	Elaine Gantz Berman
Des Moines	Eric Witherspoon	Margaret Borgen
Detroit	Kenneth Burnley	William Brooks
Fort Worth	Thomas Tocco	Jesse Martinez
Fresno	Santiago Wood	Manuel Nunez
Greensboro	Terry Grier	Alan Duncan
Greenville	William Harner	Tommie Reece
Houston	Kaye Stripling	Arthur Gaines
Indianapolis	Duncan N.P. Pritchett	Marianna Zaphiriou
Jacksonville	John Fryer	Jimmie Johnson
Long Beach	Christopher Steinhauser	Bobbie Smith
Los Angeles	Roy Romer	Marlene Canter
Louisville	Stephen Daeschner	Ann Elmore
Memphis	Johnnie Watson	Michael Hooks, Jr.
Miami-Dade County	Merrett Stierheim	Robert Ingram
Milwaukee	William Andrekopoulos	Jeff Spence
Minneapolis	Carol Johnson	Judith Farmer
Nashville	Pedro Garcia	George H. Thompson III
Newark	Marion Bolden	Dana Rone
New Orleans	Anthony Amato	Gail Moore Glapion
New York City	Joel Klein	TBD
Norfolk	John Simpson	Anna Dodson
Oakland	Dennis Chaconas	Kerry Hamil
Oklahoma City	Pamela Powell	Joseph Clytus
Omaha	John Mackiel	Mona McGregor
Orlando	Ronald Blocker	Tim Shea
Palm Beach	Arthur Johnson	Thomas Lynch
Philadelphia	Paul Vallas	James Gallagher
Pittsburgh	John Thompson	William Isler
Portland	Jim Scherzinger	Marc Abrams
Providence	Melody Johnson	Gertrude Blakey
Richmond	Deborah Jewell-Sherman	Eugene Mason
Rochester	Manuel Rivera	Bolgen Vargas
Sacramento	James Sweeney	Richard Jennings
St. Louis	Cleveland Hammonds	Paulette McKinney
St. Paul	Patricia Harvey	Al Oertwig
Salt Lake City	McKell Withers	Clifford Higbee
San Diego	Alan Bersin	Ron Ottinger
San Francisco	Arlene Ackerman	Dan Kelly
Seattle	Joseph Olchefske	Barbara Schaad-Lamphere
Tampa	Earl Lennard	Candy Olson
Toledo	Eugene Sanders	Larry Sykes
Tucson	Estanislado Paz	Mary Belle McCorkle
Washington, D.C.	Paul Vance	Peggy Cooper-Cafritz

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<b>Anchorage</b>	<b>Milwaukee</b>
<b>Atlanta</b>	<b>Minneapolis</b>
<b>Austin</b>	<b>Nashville</b>
<b>Baltimore</b>	<b>Newark</b>
<b>Birmingham</b>	<b>New Orleans</b>
<b>Boston</b>	<b>New York City</b>
<b>Broward County</b>	<b>Norfolk</b>
<b>Buffalo</b>	<b>Oakland</b>
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<b>Clark County</b>	<b>Orlando</b>
<b>Cleveland</b>	<b>Palm Beach</b>
<b>Columbus</b>	<b>Philadelphia</b>
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<b>Fort Worth</b>	<b>Sacramento</b>
<b>Fresno</b>	<b>St. Louis</b>
<b>Greensboro</b>	<b>St. Paul</b>
<b>Greenville</b>	<b>Salt Lake City</b>
<b>Houston</b>	<b>San Diego</b>
<b>Indianapolis</b>	<b>San Francisco</b>
<b>Jacksonville</b>	<b>Seattle</b>
<b>Long Beach</b>	<b>Tampa</b>
<b>Los Angeles</b>	<b>Toledo</b>
<b>Louisville</b>	<b>Tucson</b>
<b>Memphis</b>	<b>Washington, D.C.</b>



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