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GREAT
CITY
SCHOOLS
2012-2013 Annual Report
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Cover Photo: Students from Boston Public Schools, Denver Public Schools, Jackson Public Schools, Newark Public Schools, Atlanta Public Schools
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June 30, 2013

The Council of the Great City schools continues to lead the country in meeting the nation’s challenge to ensure that all American children receive the education that prepares them for life, work, and citizenship. Member districts’ reading and math scores on the National Assessment of Educational Progress continue to outpace gains of the nation as a whole, meaning our students’ achievement is rapidly rising despite the many challenges they face.

Recognizing that effective teachers are crucial to our students, our districts are piloting innovative teacher evaluation and support systems and negotiating ground-breaking collective bargaining agreements. With the aid of our new Common Core website, we are leading the nation in implementing the new standards that will give students knowledge and skills they will need to thrive in a world we can barely imagine.

We have helped teachers find ways to reach every student, regardless of what he or she brings – or doesn’t bring – to school. We have provided actionable solutions through strategic support teams, our annual conference (held this year in Indianapolis), a free literacy resource bank, and reports on the impact of sequestration on urban public schools and on English Language Learners. We continue to deal with achievement gaps, particularly those between African American males and other students, and this year published the first e-book of solutions briefs from leading national scholars.

Member districts used our Key Performance Indicators to streamline and deliver efficient support services such as transportation and food service. KPI has moved into a new stage as the Council launches a commercial venture to make our automated KPI system available to public school districts nationwide, with a view toward making the work self-sustaining.

Our work is challenging and sometimes painful. Only we can make the decision to continue to pioneer more effective ways to prepare children for success, rather than to focus on challenges and deficits and let things stay as they are.

Thanks to Council staff, always responsive and well informed, for another great year. The value of their work is seen in the strong relationships they maintain with Congress and other policy makers. Thanks, as well, to school board members, superintendents, and staff in member districts who collaborate to develop and fine tune solutions to our ongoing challenges.

Candy Olson
Chair, Council of the Great City Schools, 2012-2013
Member, Hillsborough County School Board
June 30, 2013

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 2012-13 program year.

The Council had an extraordinary year, but it was a year that presented challenges for both the organization and its members. The weak economy continued to rob our schools of badly needed resources, and everyone has had to make cutbacks. Still, the organization and its members came up with unique ways to minimize the federal sequester and to boost student achievement, improve leadership and management, and strengthen public confidence.

Singular among the Council’s accomplishments this year was the amazing work the organization did in helping its members implement the new Common Core State Standards and inform the public about the promise of these new guidelines. Included in this work is the Council’s Public Service Announcement on the common core that is showing on television and radio stations nationwide in English and Spanish. Our videos and Parent Roadmaps are also being picked up and used by school districts all over the country. And numerous other materials, meetings, webinars, and Internet tools have helped prepare members for the assessments that are emerging from the new standards.

The Council’s crack legislative staff has also developed a creative strategy to mitigate the effects of the federal sequester that the U.S. Department of Education adopted and implemented nationwide, saving member districts millions of dollars in the 2012-13 school year. In addition, the staff warded off amendments to the Elementary and Secondary Education Act that would have stripped the nation’s urban schools of hundreds of millions of federal dollars.

The Council also convened a ground-breaking summit with the U.S. Department of Education and the White House on educational excellence and opportunity for our African American male students, and published the papers presented at the summit in an e-book in partnership with Houghton Mifflin Harcourt.

Moreover, the Council published a new and improved version of its Managing for Results report with nearly 400 key performance indicators and launched a new commercial venture to make the indicators available to school districts nationwide in order to create a modest new revenue stream to sustain the initiative into the future.

The Council also produced a major new report on the educational status of English language learners in the Great City Schools, and continued to work on how to best implement the common core standards with this critical segment of the Council’s enrollment.

Our annual fall conference in Indianapolis, hosted by the Indianapolis Public Schools, was one of the best meetings that the organization has ever held, and our spring legislative conference continued to keep the membership informed about key federal legislative and policy issues in the nation’s capital.

I thank Candy Olson, member of the Hillsborough County school board, for her leadership in chairing the Council’s board of directors and executive committee this year. Her energy, commitment, and guidance in the area of communications were particularly noteworthy. Finally, I thank the Council’s extraordinary staff members who continue to perform at the top of their games on behalf of the membership. I am very fortunate to be surrounded by such a dedicated team of individuals who work every day with tremendous expertise to serve our urban schools and children. Thank you.

Michael Casserly
Executive Director
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.
Journalist Thomas Friedman discusses the education challenges the nation faces at the Council’s Annual Fall Conference.

Council Executive Director Michael Casserly, Michael Strautmanis, deputy assistant to President Obama, and John Wilson, Jr., executive director of the White House Initiative on Historically Black Colleges and Universities, give opening remarks at the National Summit on Educational Excellence and Opportunity for African American Males in Washington, D.C., sponsored by the Council and the U.S. Department of Education.
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.
Baltimore City Schools CEO Andrés Alonso and Oakland Schools Superintendant Tony Smith present information at a session on ways to increase reading achievement in urban school districts at the Annual Fall Conference.

Houston school board members Rhonda Skillern-Jones and Harvin Moore listen intently during a conference session at the Annual Fall 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:

<table>
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<th><strong>By-Laws:</strong></th>
<th>Defines the Council’s mission, responsibilities, and composition within the framework of applicable laws and regulations.</th>
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<tr>
<td><strong>Audit:</strong></td>
<td>Reviews and studies budgetary matters and ensures that revenues are properly managed.</td>
</tr>
<tr>
<td><strong>Membership:</strong></td>
<td>Determines eligible cities for membership and recruits, screens, and recommends new members.</td>
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In addition to these governing bodies, a network of deans of the **Great City Colleges of Education** and staff liaisons from various school district departments encourage information exchange with counterparts in other cities. Common concerns in areas such as student achievement, public relations, technology, human resources, finance, research, legislation, special education, and curriculum connect urban education personnel from member cities to share the ideas and experiences of the larger group.
Characteristics of the Great City Schools

- Total Student Enrollment: 6.9 million
  - Hispanic: 38%
  - African American: 33%
  - White: 20%
  - Asian/Pacific Islander: 7%
  - Alaskan/Native American: 1%
- Free/Reduced Price Lunch Eligibility: 69%
- English Language Learners: 17%
- Students With Individualized Education Plan (IEP’s): 14%
- Total Number of Teachers: 430,940
- Student-Teacher Ratio: 16:1
- Number of Schools: 11,605

Source: National Center for Education Statistics

Conferences

Public Relations Executives Meeting
July 6-8, 2012
Chicago, IL

Curriculum & Research Directors Meeting
July 11-14, 2012
Las Vegas, NV

Executive Committee Meeting
July 20-21, 2012
Oakland, CA

Annual Fall Conference
October 17-21, 2012
Indianapolis, IA

Chief Financial Officers Conference
November 12-16, 2012
Ft. Lauderdale, FL

HRD/Personnel Directors Meeting
February 6-8, 2013
Orlando, FL

Legislative/Policy Conference
March 9-12, 2013
Washington, DC

Chief Operating Officers Conference
April 16-19, 2013
Orlando, FL

Bilingual, Immigrant & Refugee Education Directors Meeting
May 15-18, 2013
Chicago, IL

Chief Information Officers Meeting
June 4-7, 2013
Las Vegas, NV
Big-city school leaders convened in Indianapolis to attend the Council’s 56th Annual Fall Conference, Oct. 17-21, hosted by Indianapolis Public Schools.

Under the banner “Driving Education Into the Winner’s Circle,” more than 900 urban school superintendents, administrators, board members and deans of colleges of education from around the nation participated in the five-day conference, which focused on issues and challenges facing the nation’s largest urban school districts.

The issue of how to prevent student bullying took center stage at a 90-minute town hall meeting moderated by Virginia Edwards, editor-in-chief of Education Week. The panel was composed of one superintendent, one board member, a U.S. Department of Education official, an expert on school safety and an Indianapolis high school student.

The panelists discussed what school districts can do to create effective bullying prevention programs such as building a climate of trust and providing support systems for students to report bullying incidents to adults.

A keynote address was given by Thomas Friedman, foreign affairs columnist for the New York Times, who believes that one of the nation’s biggest challenges is the merger of globalization and the information technology revolution.

Friedman said that educators must move average standards to global heights and be measured against international benchmark standards.

Also addressing the conference was Marc Morial, the CEO of the National Urban League, who strongly believes that education is the foundation of good citizenship and a quality education for all is a civil right. He also urged educators to lend their voice to the discussion of what’s needed to improve education.

Urban educators also heard an inspirational address from award-winning actress America Ferrera, who graduated with honors from the Los Angeles Unified School District. Ferrera is a global ambassador for the group Save the Children and has witnessed firsthand the radical change in children’s lives that education can create.

Breakout sessions zeroed in on issues of utmost importance to urban school leaders, including closing the achievement gap, implementing Common Core State Standards and creating effective high schools.
Urban school leaders assembled in the nation’s capital March 9-12 to discuss legislative issues at the Council’s Annual Legislative/Policy Conference.

In an address to conferees, U.S. Secretary of Education Arne Duncan discussed the damage of across-the-board federal spending cuts, known as sequestration, on education funding and urged big-city school districts to tell their story of how the sequestration will impact their school systems.

Duncan, the former chief executive of Chicago Public Schools, praised the progress urban school systems are making in improving graduation rates and college enrollment rates and said the nation is on the right track when it comes to education.

The nation’s top education official also discussed the transition to the rigorous Common Core State Standards school districts are undergoing. The secretary said it will involve a massive amount of change and that it is vitally important that districts communicate to teachers as well as parents around the new standards. But he urged school leaders to stay the course.

Also addressing the conference was Rep. Chaka Fattah (D-Pa.), who discussed disparities in education funding between wealthier suburban schools and poorer urban schools. The congressman noted that if the country wants to have the best and brightest workers, funds for education must be equally distributed.

Conferees also heard from Roberto Rodriguez, special assistant to the president for education, who said that President Obama views the strength of the nation’s education system as an economic strength. Rodriguez said the Administration has announced a new program to boost early childhood education as well as provide greater access to full-day kindergarten. He also noted that studies show that there is a high return on investment in early childhood education and that a child’s zip code should never predetermine access to quality pre-school programs.

Also discussing the importance of early childhood education was Deborah Delisle, the assistant secretary of education for elementary and secondary education for the U.S. Department of Education.

Delisle told urban educators that the Obama Administration plans to increase participation rates in preschool programs by providing free access for children who come from low-income families.
Marc Morial, CEO of the National Urban League, second from left, poses with the Council leadership, left to right, Chair Candy Olson, Council Executive Director Michael Casserly, Secretary-Treasurer Eileen Cooper Reed, Past Chair Winston Brooks and Chair-elect Eugene White.

Randolph Scott, a student at Fayetteville State University, discusses the importance of mentoring as U.S. Secretary Education Arne Duncan and fellow panelist Ronald Mason, president of the Southern University System in Louisiana, listen during a town hall discussion at the National Summit on Educational Excellence and Opportunity for African American Males.

A delegation of Council superintendents, left to right, Orange County Schools Superintendent Barbara Jenkins, San Francisco Schools Superintendent Richard Carranza, District of Columbia Schools Chancellor Kaya Henderson, Cleveland Schools CEO Eric Gordon, and St. Pauls Schools Superintendent Valeria Silva, led by Executive Director Michael Casserly, right, pose at the Xiangming Middle School in China. The Council delegation spent seven days in China visiting schools and meeting school officials.
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 2012-13, the Council—

- Launched a Public Service Announcement (PSA) on nationwide television and radio in support of the Common Core State Standards (CCSS).
- Developed a three-minute public awareness video in English and Spanish on the CCSS suitable for showing at community and parent meetings.
- Conducted a national Spanish-language radio tour on the Common Core State Standards that was heard by more than four million people.
- Participated in a National Public Radio panel discussion on the common core.
- Coordinated Comcast Newsmaker interviews with Council leadership and eight urban school superintendents that aired on CNN Headline News and in designated market areas.
- Wrote op-eds in the Boston Globe on the progress of the Boston Public Schools and Cleveland’s The Plain Dealer on the merits of the new collective bargaining agreement.
- Wrote an article on the Council’s Pieces of the Puzzle study for an American Enterprise Institute publication.
- Provided a national backdrop on urban-school progress for a Wall Street Journal article.
- Coordinated a National Town Hall Meeting on “How to Prevent Student Bullying,” moderated by Education Week Editor-in-Chief Virginia Edwards.
- Fielded scores of inquiries from such national media outlets as the New York Times, Washington Post, USA Today, CNN and the Associated Press.
- Managed 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 National Association of Black Journalists.
- Appeared on Education Talk Radio to discuss urban school progress in raising student achievement.
- Participated in NBC’s Education Nation on behalf of urban schools.
- Published eight issues of the Urban Educator.
- Hosted the 12th 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 2012-13, the Council—

- Worked to reduce the across-the-board federal sequestration from 8.2 percent to 5.2 percent, saving some $165 million in reductions in Title I and IDEA funding in urban schools for school year 2013-14.
- Developed and promoted an interpretation of appropriations language that was adopted by the Department of Education that prevented sequestration of major federal education funding in the middle of the 2012-13 school year, saving the Great City Schools $325 million.
- Advocated successfully for waivers of Title I carryover limitations to help mitigate the effects of sequestration in 2013-14.
- Released a research brief on the financial impact of sequestration in urban schools that highlighted cuts to federal programs serving poor urban students, students with disabilities, and English learners.
- Submitted comments and recommendations to the Senate and House education committees on their respective versions of the reauthorization of the Elementary and Secondary Education Act (ESEA) in 2013.
- Successfully discouraged amendments to the House and Senate education committee reauthorization bills that would have cut hundreds of millions of dollars from large urban districts.
Promoted access to No Child Left Behind (NCLB) waivers for local school districts in states that do not participate.

Provided comments and revisions to draft guidelines on the Department of Education’s District Race To The Top and Investing in Innovation programs.

Assisted member districts in implementing the 2010 child nutrition act; submitted comments on proposed competitive foods rules and school meal reimbursements; helped secure flexibility in school meal pricing; arranged a USDA conference call for members on commodities implementation; and convened a meeting of the Great City Schools Food Service Directors.

Secured revisions in IDEA regulations to allow for previously unrecoverable Medicaid reimbursements for certain types of health services for students with disabilities.

Promoted key urban finance and equity issues as a member of the federal Equity and Excellence Commission. Wrote portions of the final report.

Provided recommendations to the Federal Communications Commission (FCC) on streamlining E-Rate application processes and expanding targeted program funding. Hosted monthly E-Rate calls with the Universal Service Administrative Company.

Convened the Annual Legislative/Policy Conference with four days of briefings and discussions on federal budget and appropriations, reauthorization of ESEA, flexibility waivers, district-level Race To The Top grants, and state legislation.

Served as an intermediary for Council districts in resolving grant problems with the Education Department, provided multiple legislative updates and alerts on critical issues, and responded to scores of questions on federal policy, grants, and legislation.

Advocated for Education Department guidance to allow districts to backfill sequestration cuts without violating supplanting requirements, and to maintain school-level Title I allocations while implementing the USDA Community Eligibility Option.

Fielded requests from Congress for information on common core standards, teacher quality, school improvement, funding formulas, technology, special education, bilingual education, school meals, regulatory burden, and other issues.

Approved a board resolution in favor of greater gun control and other measures to improve school safety. Participated in meetings with Vice President Biden’s office on gun control legislation.

Conducted conference calls for member superintendents and Education Secretary Arne Duncan on a variety of issues.

Provided ongoing updates to the Department of Education about the status of member districts after Hurricane Sandy, and organized assistance for the Newtown school district after the shootings.

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 2012-13, the Council—

Convened the National Summit on Educational Excellence and Opportunity for African American Males with the U.S. Department of Education and the White House.

Published the e-book A Call for Change: Providing Solutions for Black Male Achievement on Amazon.com, Kindle and Nook.

Convened the 2012 annual meeting of Research and Curriculum Directors in Las Vegas, Nevada.

Conducted a survey of member districts on principal supervisors in urban school districts and published the results.

Conducted the first annual survey of urban school districts on the implementation of the Common Core State Standards.

Represented urban school district interests and perspectives at numerous meetings of national research and policy organizations.

Responded to member requests for statistical information and research assistance.

Conducted webinars for member research and curriculum staff on accommodations on PARCC’s and SBAC’s common core assessments.

Provided extensive feedback and recommendations to PARCC and SBAC on draft English Language Arts and mathematics assessments.

Wrote a final report on the Council’s senior urban education research fellows project, providing lessons and recommendations for building effective district research partnerships.
Highlights of Council Activities

ACHIEVEMENT AND PROFESSIONAL DEVELOPMENT

Improving the performance of all students and closing achievement gaps is one of the Council’s most important priorities. In 2012-13, the Council—

- Facilitated two meetings of the Task Forces on Achievement and Professional Development to update members and receive feedback and direction for future work in the areas of curriculum and instruction.
- Conducted site visits to Charlotte-Mecklenburg, Denver, Hillsborough County and New York City for a report on principal supervisors funded by the Wallace Foundation.
- Provided feedback to districts on their planning documents, units of instruction, and other instructional tools.
- Created a website (www.commoncoreworks.org) with useful tools, videos, and links to other resources to support member district implementation of the Common Core State Standards (CCSS).
- Worked closely with members and national organizations on the implementation of CCSS.
- Developed and disseminated Parent Roadmaps to the common core at each grade level in English and Spanish.
- Conducted webinars on the Basal Alignment Project and Fractions Progressions initiatives.
- Conducted webinars with Student Achievement Partners on the use of the Publishers’ Criteria for selecting instructional materials aligned to the shifts in the CCSS.
- Conducted webinars with member districts on draft assessment frameworks, achievement levels and performance-level descriptors developed by the two national assessment consortia (PARCC and SBAC).
- Worked with Student Achievement Partners and member district teams to align current basal textbooks and secondary school anthologies with the Common Core State Standards.
- Provided feedback to district teams on their submissions to the Council’s Edmodo common core site. Over 20,000 users have accessed these materials to date.
- Organized a retreat focused on integrating close reading techniques and evidence-based writing in conjunction with the Vermont Writing Collaborative.
- Held a preconference session at the Fall Conference in Indianapolis in October 2012 with Lily Wong-Fillmore on the use of complex text with struggling readers.
- Wrote the Common Core State Standards and Diverse Students: Using Multi-Tiered Systems of Support outlining the key components of an integrated, multi-tiered system of supports and interventions in the implementation of the common core.
- Conducted numerous presentations and webinars for national organizations, community groups, state and federal legislators and business leaders on urban school efforts to improve student achievement.
- Hosted a study trip to China for a delegation of member superintendents.
- Gave a major speech to colleges of education pushing for more extensive reform.
- Received a grant from The Bill & Melinda Gates Foundation to develop academic cost indicators.

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 2012-13, the Council—

- Facilitated two meetings of the Finance and Leadership, Governance and Management Task Forces.
- Provided Strategic Support Teams and technical assistance to Charlotte (administrative organization), Milwaukee (human resources & information technology), Seattle (capital programs), Miami-Dade County (information technology), and Des Moines (human resources).
- Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, Chiefs of Safety & Security, Food Services Directors, Facilities Directors and Chief Information Officers.
- Published the eighth edition of Managing for Results in America’s Great City Schools: A Report of the Performance Measurement & Benchmarking Project with an expanded set of indicators.
Highlights of Council Activities

- Commercialized the Council’s Key Performance Indicators system to create a new revenue stream to support the initiative.
- Completed the Council’s Urban School Executive Program (C’USE) for aspiring Chief Financial Officers and awarded Certificates of Achievement to two graduates.
- Participated in Secretary Arne Duncan's working group to improve relations between labor and management.
- Fielded numerous member requests for management information.
- Wrote a major paper for the Bush Institute on the Council’s Key Performance Indicators and their effects on urban school performance.

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 2012-13, the Council—

- Produced and released *English Language Learners in America’s Great City Schools: Demographics, Achievement and Staffing*, the most comprehensive report on ELLs in the nation.
- Initiated legislative meetings at the Department of Education and on Capitol Hill on English Language Learners, and spearheaded discussions with the Office of Civil Rights (OCR) and Department of Justice (DOJ) on English Language Development and the Common Core State Standards (CCSS).
- Provided guidance to member districts on how to respond to and interact with OCR and DOJ on ELL interventions.
- Provided expertise to the Department of Education during reviews of state applications for ESEA waivers. Organized a meeting between Secretary Duncan and major civil rights groups on the accountability provisions in state waiver applications.
- Worked with senior leadership of the Department of Homeland Security on its review of school-related documents needed to apply for eligibility for Deferred Action for Childhood Arrivals. Provided information and technical assistance to Council members on school-related documentation needed by the U.S. Citizenship and Immigration Services.
- Enlisted the expertise of Dr. Lily Wong-Fillmore to help Council members, particularly Albuquerque, Fresno and Boston Public Schools, promote access to complex text among language minority students.
- Maintained strong relations with other organizations working on CCSS, including TESOL, the Understanding Language Initiative, Student Achievement Partners, and El Momento by Univision.
- Received a supplemental grant from The Bill & Melinda Gates Foundation to develop criteria for instructional materials for English Language Learners.
- Conducted a survey and produced a report examining member district acquisition and use of instructional materials for English Language Learners.
- Convened two meetings of the Task Force on English Language Learners and Bilingual Education.
- Convened a three-day meeting of the Great City School directors of Bilingual, Immigrant and Refugee Education.

ORGANIZATION AND ADMINISTRATION
The Council works to manage its resources and ensure the integrity of its programs. In 2012-13, the Council—

- Completed the organization’s long-term strategic and succession-planning project.
- Conducted an internal audit of the organization’s 2012-13 spending and received unqualified results.
- Arranged the Annual Fall Conference in Indianapolis as well as multiple meetings and forums throughout the year.
- Continued cleanup of the organization’s database system.
- Continued to refine the online conference registration system for the member districts.
- Managed financials for 20 Strategic Support Team trips, five grants, 10 programs, and 16 conferences.
- Closed out the IES grant-funded Urban Research Fellowship Program.
- Responded to numerous requests for membership information and assisted membership with hotel and travel arrangements.
- Hosted an open-house for the membership and others during the inauguration of President Obama.
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/Voyager, includes a $10,000 college scholarship for presentation to a senior in the winner's school system or system from which the winner graduated.

Carol Johnson, superintendent of the Boston Public Schools, received the award at the 2012 Fall Conference in Indianapolis. Johnson has led the district since 2006, and under her leadership, the district's graduation rate has risen to its highest level since records have been kept and the dropout rate is at one of the lowest levels in 20 years. In addition, she has spurred a major expansion of arts and athletic programs and implemented new programs for English language learners.

Boston Schools Superintendent Carol Johnson, left, holds a portrait of herself after winning the Richard R. Green Award. She is congratulated by Voyager's Carolyn Getridge and ARAMARK's Dennis Maple.

Boston Schools Superintendent congratulates Damien Amado (center), who received a $10,000 Richard Green college scholarship. Amado, a student at Boston's New Mission High School, was accepted to several colleges, including Howard University, and plans to major in journalism.
### Richard R. Green Award Winners

<table>
<thead>
<tr>
<th>Year</th>
<th>Name and Title</th>
<th>School District</th>
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</thead>
<tbody>
<tr>
<td>1989</td>
<td>W. Harry Davis, Retired Member</td>
<td>Minneapolis School Board</td>
</tr>
<tr>
<td>1990</td>
<td>James Griffin, Retired Member, Timothy Dyer, Former Superintendent</td>
<td>St. Paul School Board, Phoenix Union High School District</td>
</tr>
<tr>
<td>1991</td>
<td>Paul Houston, Former Superintendent</td>
<td>Tucson Public Schools</td>
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<tr>
<td>1992</td>
<td>Richard Wallace Jr., Superintendent Emeritus</td>
<td>Pittsburgh Public Schools</td>
</tr>
<tr>
<td>1993</td>
<td>Constance Clayton, Superintendent</td>
<td>School District of Philadelphia</td>
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<tr>
<td>1994</td>
<td>Holmes Braddock, Board Member</td>
<td>Miami-Dade County Public Schools</td>
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<tr>
<td>1995</td>
<td>Curman Gaines, Superintendent</td>
<td>St. Paul Public Schools</td>
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<tr>
<td>1996</td>
<td>James Williams, Superintendent</td>
<td>Dayton Public Schools</td>
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<tr>
<td>1997</td>
<td>Maxine Smith, Retired Member</td>
<td>Memphis City School Board</td>
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<td>1998</td>
<td>Gerry House, Superintendent</td>
<td>Memphis City Public Schools</td>
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<tr>
<td>1999</td>
<td>Rod Paige, Superintendent, Judy Farmer, Board Member</td>
<td>Houston Independent School District, Minneapolis Public Schools</td>
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<td>2000</td>
<td>Eric Smith, Superintendent</td>
<td>Charlotte-Mecklenburg Schools</td>
</tr>
<tr>
<td>2001</td>
<td>Barbara Byrd-Bennett, Superintendent</td>
<td>Cleveland Municipal School District</td>
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<td>2002</td>
<td>John Simpson, Superintendent</td>
<td>Norfolk Public Schools</td>
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<tr>
<td>2003</td>
<td>Arthur Griffin, Board Member, Franklin Till, Superintendent</td>
<td>Charlotte-Mecklenburg Schools, Broward County Public Schools</td>
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<td>2004</td>
<td>Tom Payzant, Superintendent</td>
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<td>2005</td>
<td>Anna Dodson, Board Member</td>
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<td>2006</td>
<td>Beverly Hall, Superintendent</td>
<td>Atlanta Public Schools</td>
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<td>2007</td>
<td>Elizabeth Reilinger, Board Member</td>
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<td>2008</td>
<td>Pascal Forgione, Superintendent</td>
<td>Austin Independent School District</td>
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<tr>
<td>2009</td>
<td>Emmett Johnson, Board Member</td>
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<td>2010</td>
<td>Arlene Ackerman, Superintendent</td>
<td>The School District of Philadelphia</td>
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<td>2011</td>
<td>Candy Olson, Board Member</td>
<td>Hillsborough County Public Schools</td>
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<tr>
<td>2012</td>
<td>Carol Johnson, Superintendent</td>
<td>Boston Public Schools</td>
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### Queen Smith Award For Commitment to Urban Education

Bridget Williams, a regional superintendent for Orange County Public Schools in Orlando, Fla., was the recipient of the Queen Smith Award for Commitment to Urban Education. Sponsored by the Macmillan/McGraw-Hill Publishing Co., the award is named in honor of the company's late vice president of urban programs.

### Shirley S. Schwartz Urban Education Impact Award

The Council of the Great City Colleges of Education, an affiliate group of deans working with big-city school leaders, presented the fourth annual Dr. Shirley S. Schwartz Urban Education Impact Award to Chicago Public Schools and the University of Illinois-Chicago for their Ed.D Program in Urban Education Leadership that targets the skills leaders need to transform the cultures of underperforming schools. The award honors an outstanding partnership between a university and urban school system and is named in honor of the Council's director of special projects who died in March 2009.
## Financial Report

### Revenue

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<tr>
<th>Description</th>
<th>FY11-12</th>
<th>FY12-13</th>
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<tbody>
<tr>
<td>Membership Dues</td>
<td>$2,366,160</td>
<td>$2,519,135</td>
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<td>Interest</td>
<td>$147,337</td>
<td>$107,971</td>
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<tr>
<td>Grants &amp; Contracts</td>
<td>$854,495</td>
<td>$1,606,973</td>
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<tr>
<td>Sponsor Contributions</td>
<td>$1,064,350</td>
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<td>Registration Fees</td>
<td>$466,990</td>
<td>$303,763</td>
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<td>Sale of Publications</td>
<td>$549</td>
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<tr>
<td>Net Gain on Investments</td>
<td>$93,457</td>
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<td>Sublease of Office Space</td>
<td>$4,661</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>$4,811,085</strong></td>
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### Expenses

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<td>Public Advocacy</td>
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<td>Executive Leadership</td>
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<td>Member Management Services</td>
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<td>Admin &amp; Financial Management</td>
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<td>Fundraising Activities</td>
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<td>Conferences &amp; Meetings</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$6,862,530</strong></td>
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### Change in Net Assets

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<td>Change in Net Assets</td>
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<td>($388,510)</td>
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<td>Net Assets, Beginning</td>
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<td>$7,428,907</td>
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Financial Statement for the year ending June 30, 2013
The Council thanks the following contributors for their support in 2012-2013.

**Sponsors**

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Cambium Learning Group-Voyager
Chartwells School Dining Services
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Scholastic, Inc.
SchoolCity
SchoolMessenger
Schoolwires
School Improvement Network
Texas Instruments
USA TODAY Education
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2012 Chief Financial Officers Meeting
Arthur J. Gallagher Risk Management Serv.
Catalyst Financial Group Inc.
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2012 Annual Fall Conference
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Catapult Learning
College Board
Comcast
Compass Learning
CORE
Discovery Education
Edison Learning
Edupoint Education Systems
ETS
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Houghton Mifflin Harcourt
Imagine Learning
K12, Inc.
Kelly Staffing Services
Knowledge Delivery Systems, Inc.

2012 Curriculum & Research Directors Meeting
Cambium Learning Group
Discovery Education
Gaggle
Houghton Mifflin Harcourt
Lexia Learning
MIMIO
Knowledge Delivery Systems, Inc.
McGraw Hill Education
Pearson
Renaissance Learning Company
Schoolwires
Wireless Generation

2012 Executive Committee Meeting
Houghton Mifflin Harcourt
McGraw Hill Education

2012 Public Relations Executives Meeting
eChalk, LLC
SchoolMessenger
Schoolwires

2013 HRD/Personnel Directors Meeting
Cambium Learning Group-Voyager
Infor
K12, Inc.
Kelly Educational Staffing
Knowledge Delivery Systems, Inc.
Teachscape
Truenorthlogic

2013 Legislative/Policy Conference
Houghton Mifflin Harcourt
McGraw-Hill Education
Pearson

Renaissance Learning
Scholastic, Inc.
Wilson Language Training

2013 Bilingual, Immigrant & Refugee Education Directors Meeting
Benchmark Education
Houghton Mifflin Harcourt
Imagine Learning Inc.
Lexia Reading
McGraw Hill Education
MIMIO
Pearson
Renaissance Learning

2013 Chief Operating Officers Conference
AECOM
ARAMEK Education
Chartwells School Dining
Dejong-Richter
Electronic Data, Inc.
Gafcon
Heery International
Hogan Lovells
Jacobs Engineering Group, Inc.
Preferred Meal Systems, Inc.
Secure Tech Systems, Inc.
SchoolDude
Sodexo

2013 Chief Information Officers Meeting
Absolute Software
Amplify
Aruba Networks
Aspect
Cisco Systems
Dell
Desire2Learn
eLock360
Education Networks of America
Gaggle
Houghton Mifflin Harcourt
IBM
Infinite Campus
Jamf Software
Kajeet
K12, Inc.
Knowledge Delivery Systems, Inc.
Lightspeed Systems
PCG Education
Pearson
Performance Matters
Safari Montage
Scholarchip
Schology
SchoolMessenger
Schoolwires
Uplogix, Inc.
Workday

Shirley Schwartz Urban Education Impact Award
Candy Olson
Denise Walston
Mr. and Mrs. Donald Reed
Michael Casserly
Joseph Schwartz
Teri Valecruz
Terry Tabor
Henry Duvall
Robin Hall
Shirley Lathern
Carol Comeau
The Council thanks the following contributors for their support in 2012-2013.

- **Principal Evaluations and the Principal Supervisor: Survey Results from the Great City Schools**, March 2013
  This report is the result of a survey administered to Council member urban public school districts about the characteristics and roles of principal supervisors and the professional development provided to them.

- **English Language Learners in America’s Great City Schools: Demographics, Achievement and Staffing**, March 2013
  This report presents the results of a yearlong effort to compile data on English Language Learners enrollment and programs in Great City School districts.

- **Implementing the Common Core State Standards in Urban Public Schools- 2012**, January 2013
  This report contains the results of a survey the Council administered to member public school districts to measure the implementation of Common Core State Standards.

- **A Call for Change, Providing Solutions for Black Male Achievement**, December 2012
  The Council of the Great City Schools commissioned a series of solution briefs from some of the nation’s leading scholars and experts to think through an effective set of strategies to address the academic needs of African American males. This e-book is a compilation of those papers.

- **Impact of Sequestration on the Nation’s Urban Public Schools**, December 2012
  This report contains data that the Council collected via survey from 31 major urban school districts regarding the specific program impact from sequestration, and the complications the cuts would cause.

- **Managing for Results in America’s Great City Schools**, October 2012
  This report includes data from 61 Council member districts and provides a fully tested set of indicators that superintendents and school boards can use to assess the overall performance of their district’s business operations.

- **Parent Roadmaps to the Common Core State Standards**, June 2012
  These parent roadmaps in English Language Arts and mathematics provide guidance to parents about what their children will be learning and how they can support that learning in grades kindergarten through high school.
Council Staff

ADMINISTRATION
Michael Casserly, Executive Director
Teri Vale-Cruz, Director of Administration, Finance & Conferences
Alisa Adams, Finance Manager
Terry Tabor, Conference Manager
Anna Barerra, Accounting & Conference Specialist
Shirley Lathern, Systems & Administration Specialist

COMMUNICATIONS
Henry Duvall, Director of Communications
Tonya Harris, Communications Manager
Danyell Taylor, Communications Specialist

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

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

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

RESEARCH
Ray Hart, Director of Research
Candace Simon, Research Manager
Renata Uzzell, Research Manager
Moses Palacios, Research Specialist

SPECIAL PROJECTS
Amanda Rose Corcoran, Special Projects Manager
Michell Yorkman, Special Projects Manager
<table>
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<th>School District</th>
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<th>Board Member</th>
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<td>Winston Brooks</td>
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Council of the Great City Schools
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Suite 702
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