

# COUNCIL of the GREAT CITY SCHOOLS

2012-2013 Annual Report



# Executive Committee 2012-2013

## OFFICERS

### Chair of the Board

Candy Olson, Hillsborough County School Board

### Chair-Elect

Eugene White, Indianapolis Superintendent

### Secretary-Treasurer

Eileen Cooper Reed, Cincinnati School Board

### Immediate Past Chair

Winston Brooks, Albuquerque Superintendent

## MEMBERS

Yvonne Brandon, Richmond Superintendent

JoAnn Brannon, Nashville School Board

Richard Carranza, San Francisco Superintendent

Meria Carstarphen, Austin Superintendent

Lawrence Feldman, Miami-Dade County School Board

Jerrelle Francois, Baltimore School Board

Stephanie Gatewood, Memphis School Board

Terry Grier, Houston Superintendent

Michael Hanson, Fresno Superintendent

Kaya Henderson, District of Columbia Chancellor

Jumoke Hinton Hodge, Oakland School Board

William Isler, Pittsburgh School Board

Dwight Jones, Clark County Superintendent

Nury Martinez, Los Angeles School Board

Thelma Melendez de Santa Ana, Santa Ana Superintendent

Keith Oliveira, Providence School Board

Mary Seawell, Denver School Board

Valeria Silva, St. Paul Superintendent

Felton Williams, Long Beach School Board

Craig Witherspoon, Birmingham Superintendent

### *Ex Officio*

Deborah Shanley, Brooklyn College CUNY Dean

Cover Photo: Students from Boston Public Schools, Denver Public Schools, Jackson Public Schools, Newark Public Schools, Atlanta Public Schools

Contents Page Photo: Students from Duval County Public Schools

Page 3 Photo: Students from Rochester City School District

Page 4 Photo: Student from Newark Public Schools

Page 6 Photo: Student from Duval County Public Schools

Page 9 Photo: Student from Des Moines Public Schools

Page 10 Photo: Students from Charlotte-Mecklenburg Schools

Page 23 Photo: Students from Des Moines Public Schools

# Table of Contents

Message from the Chair.....	1	Legislative/Policy Conference.....	12
Message from the Director.....	2	Highlights of Council Activities.....	14
About the Council.....	4	Award Programs.....	18
Vision.....	6	Financial Report.....	20
Organizational Structure.....	8	Sponsors.....	21
Characteristics of the Great City Schools.....	10	Publications.....	22
Conferences.....	10		
Annual Fall Conference.....	11		

## Report Prepared by:

Tonya Harris, Communications Manager  
Danyell Taylor, Communications Specialist  
Ashley Chandler, Graphic Design Intern  
Henry Duvall, Director of Communications

## Photography by:

Alex Jones and Clarence Tabb Jr.





# Message from the Chair



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



# Message from the Director

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.

# Vision

## 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 Superintendent 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.



# Organizational Structure

School districts located in cities with populations over 250,000 and student enrollments over 35,000 are eligible for membership in the Council of the Great City Schools. Membership is also open to those districts serving a state's largest city, regardless of size.

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

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

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

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

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

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

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

In addition to these governing bodies, a network of deans of the **Great City Colleges of Education** and staff liaisons from various school district departments 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

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

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





# Annual Fall Conference

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.



Addressing the issue of student bullying are, left to right, San Francisco Schools Superintendent Richard Carranza, U.S. Department of Education official David Esquith, Memphis school board member Stephanie Gatewood, Indianapolis student Markell Pipkins and National School Safety Center director Ronald Stephens.



**Actress America Ferrera discusses the importance of education.**

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.

# Legislative/Policy Conference

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



**U.S. Secretary of Education Arne Duncan and Deborah Delisle, assistant secretary of education for elementary and secondary education, answer legislative questions from conferees.**

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.



**Rep. Chaka Fattah (D-Pa.) discusses equity issues.**





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.



# Highlights of Council Activities

## COMMUNICATIONS

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

# Highlights of Council Activities

- ❑ 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](http://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 spear-headed 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.

# Award Programs



Richard R. Green

## RICHARD R. GREEN AWARD

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

The award, sponsored by ARAMARK Education and 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 Gettridge 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

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

## Queen Smith Award For Commitment to Urban Education

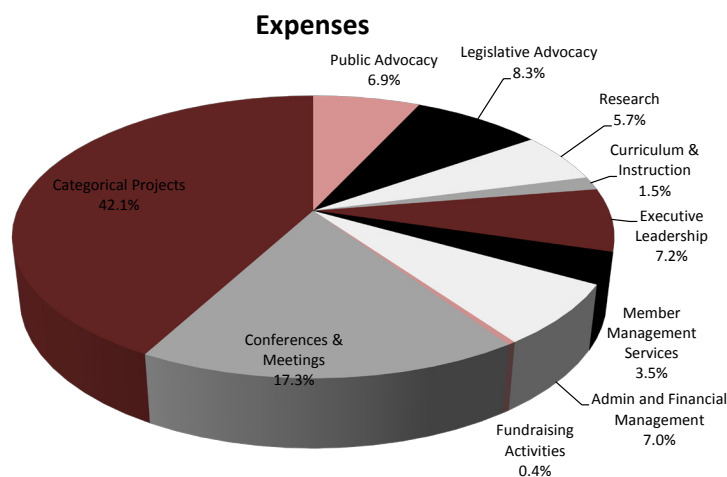
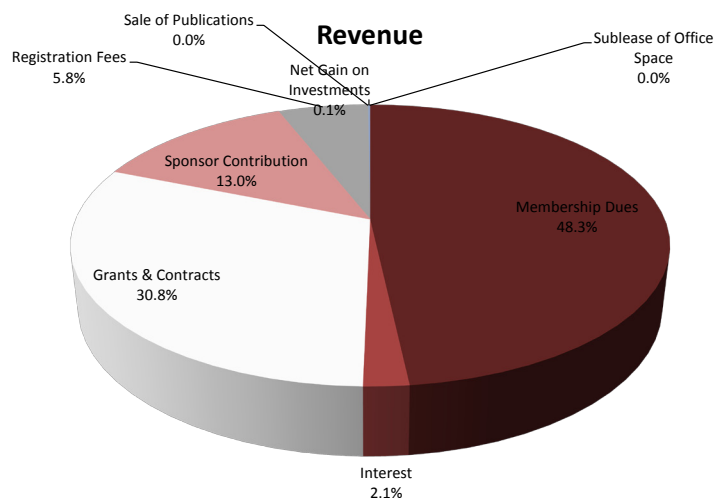
Bridget Williams, a regional superintendent for Orange County Public Schools in Orlando, Fla., was the recipient of the Queen Smith Award for Commitment to Urban Education. Sponsored by the Macmillan/McGraw-Hill Publishing Co., the award is named in honor of the company's late vice president of urban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

Financial Statement for the year ending June 30, 2013



Audited Report  
FY11-12

Preliminary Estimate  
FY12-13

## Revenue

Membership Dues	\$2,366,160	\$2,519,135
Interest	147,337	107,971
Grants & Contracts	854,495	1,606,973
Sponsor Contributions	1,064,350	676,114
Registration Fees	466,990	303,763
Sale of Publications	549	0
Net Gain on Investments	93,457	6,692
Sublease of Office Space	4,661	0
<b>Total Revenue</b>	<b>\$4,811,085</b>	<b>\$5,220,647</b>

## Expenses

Public Advocacy	\$330,030	\$386,176
Legislative Advocacy	404,415	466,458
Research	278,695	318,814
Curriculum & Instruction	111,790	85,516
Executive Leadership	335,152	406,128
Member Management Services	152,633	198,122
Admin & Financial Management	494,807	394,142
Fundraising Activities	29,109	20,960
Conferences & Meetings	1,193,726	970,269
Categorical Projects	3,529,173	2,362,573
<b>Total Expenses</b>	<b>\$6,862,530</b>	<b>\$5,609,157</b>

<b>Change in Net Assets</b>	<b>(\$2,051,445)</b>	<b>(\$388,510)</b>
<b>Net Assets, Beginning</b>	<b>\$9,868,861</b>	<b>\$7,817,416</b>
<b>Net Assets, Ending</b>	<b>\$7,817,416</b>	<b>\$7,428,907</b>

# Sponsors

The Council thanks the following contributors for their support in 2012-2013.

## Blue Ribbon Corporate Advisory Group

ARAMARK Education  
Cambium Learning Group-Voyager  
Chartwells School Dining Services  
Gaggle  
Houghton Mifflin Harcourt  
Lexia Learning Systems  
McGraw Hill Education  
Pearson Education  
Scholastic, Inc.  
SchoolCity  
SchoolMessenger  
Schoolwires  
School Improvement Network  
Texas Instruments  
USA TODAY Education  
Wilson Language Training



### 2012 Chief Financial Officers Meeting

Arthur J. Gallagher Rish Management Serv.  
Catalyst Financial Group Inc.  
Chartwells School Dining Services  
Convectus Solutions, LLC  
Ford & Associates, Inc.  
Greenberg Traurig  
Infor Public Sector  
K12, Inc.  
Mercer Health & Benefits  
Preferred Meals Systems, Inc.  
Public Financial Management, Inc.  
Scholarchip  
Schmitt Consulting  
School Specialty  
VALIC  
Wells Fargo Bank  
Workday, Inc.  
TransAct

### 2012 Annual Fall Conference

American Reading Company  
ARAMARK Education  
Cambium Learning Group- Voyager  
Catapult Learning  
College Board  
Comcast  
Compass Learning  
CORE  
Discovery Education  
Edison Learning  
Edupoint Education Systems  
ETS  
Gaggle  
Houghton Mifflin Harcourt  
Imagine Learning  
K12, Inc.  
Kelly Staffing Services  
Knowledge Delivery Systems, Inc.

Kurzweil & Intellitools  
Learning A-Z  
Lexia Learning  
McGraw Hill Education  
MIND  
Pearson  
Renaissance Learning  
Scholastic, Inc.  
SchoolCity  
SchoolMessenger  
SchoolWires  
School Improvement Network  
Sodexo  
TeachScape  
Texas Instruments  
Truenorthlogic  
Tutor.com  
USA TODAY Education  
Wilson Language Training  
Wireless Generation  
Zaner-Bloser

### National Summit on Educational Excellence and Opportunity for African American Males

Houghton Mifflin Harcourt  
Scholastic Inc  
Nike School Innovation Fund  
Science Weekly Magazine

### 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  
ARAMARK 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

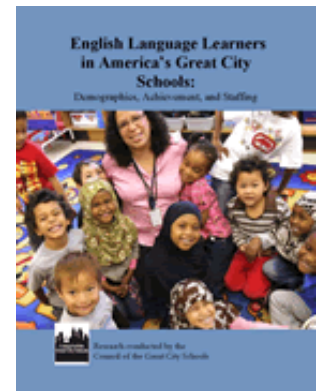
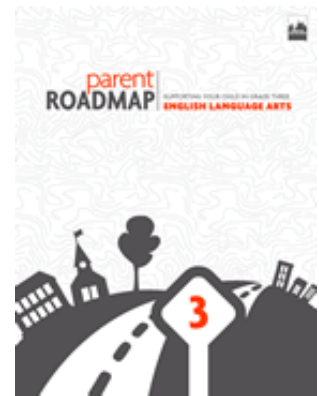
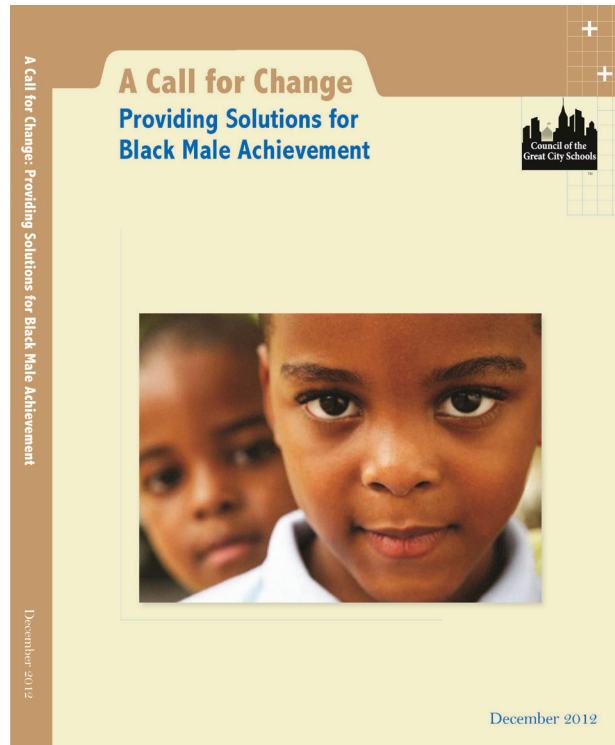
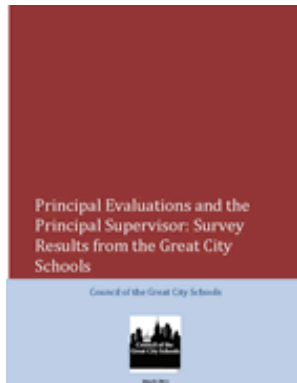
Absolute Software  
Amplify  
Aruba Networks  
Aspect  
Cisco Systems  
Dell  
Desire2Learn  
eLock360  
Education Networks of America  
Gaggle  
Houghton Mifflin Harcourt  
IBM  
Infinite Campus  
Jamf Software  
Kajeet  
K12, Inc.  
Knowledge Delivery Systems, Inc.  
Lightspeed Systems  
PCG Education  
Pearson  
Performance Matters  
Safari Montage  
Scholarchip  
Schoolology  
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



# Publications



- ☐ **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 ValeCruz, 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



# Council Board of Directors and Member Districts 2012-2013

<u>School District</u>	<u>Superintendent</u>	<u>Board Member</u>
Albuquerque	Winston Brooks	Martin Esquivel
Anchorage	Ed Graff	Natasha Von Imhof
Atlanta	Erroll Davis, Jr.	Byron Amos
Austin	Meria Carstarphen	Vincent Torres
Baltimore	Andres Alonso	Jerrelle Francois
Birmingham	Craig Witherspoon	W.J. Maye, Jr.
Boston	Carol Johnson	Michael O'Neill
Bridgeport	Paul Vallas	Kenneth Moales, Jr.
Broward County	Robert Runcie	Laurie Rich Levinson
Buffalo	Pamela Brown	Mary Ruth Kapsiak
Charleston	Nancy McGinley	Todd Garrett
Charlotte-Mecklenberg	Heath Morrison	Mary McCray
Chicago	Barbara Byrd Bennett	Jesse Ruiz
Cincinnati	Mary Ronan	Eileen Cooper Reed
Clark County	Dwight Jones	Lorraine Alderman
Cleveland	Eric Gordon	Denise Link
Columbus	Gene Harris	Carol Perkins
Dallas	Mike Miles	Adam Medrano
Dayton	Lori Ward	Ronald Lee
Denver	Tom Boasberg	Mary Seawell
Des Moines	Thomas Ahart	Terece Caldwell-Johnson
Detroit	Roy Roberts	LaMar Lemmons
District of Columbia	Kaya Henderson	N/A
Duval County	Nikolai Vitti	Paula Wright
East Baton Rouge	Bernard Taylor, Jr.	David Tatman
Fort Worth	Walter Dansby	Judy Needham
Fresno	Michael Hanson	Lindsay Cal Johnson
Guilford County	Maurice Green	Rebecca Buffington
Hillsborough County	MaryEllen Elia	Candy Olson
Houston	Terry Grier	Paula Harris
Indianapolis	Eugene White	Mary Busch
Jackson	Cedrick Gray	Kisiah Nolan
Jefferson County	Donna Hargens	Ann Elmore
Kansas City (MO)	R. Stephen Green	Airick West
Little Rock	Marvin Burton	Katherine Mitchell
Long Beach	Christopher Steinhauser	Felton Williams
Los Angeles	John Deasy	Nury Martinez
Memphis	Dorsey Hopson	Stephanie Gatewood
Miami-Dade County	Alberto Carvalho	Lawrence Feldman
Milwaukee	Gregory Thornton	Michael Bonds
Minneapolis	Bernadeia Johnson	Carla Bates
Nashville	Jesse Register	JoAnn Brannon
Newark	Cami Anderson	Shavar Jeffries
New Orleans	Stan Smith	Woody Koppel
New York City	Dennis Walcott	N/A
Norfolk	Samuel King	Kirk Houston Sr.
Oakland	Anthony Smith	Jumoke Hinton Hodge
Oklahoma City	Karl Springer	Phil Horning
Omaha	Virginia Moon	Marian Frey
Orange County	Barbara Jenkins	William Sublette
Palm Beach County	E. Wayne Gent	Debra Robinson
Philadelphia	William Hite	Robert Archie
Pittsburgh	Linda Lane	William Isler
Portland	Carole Smith	Pam Knowles
Providence	Susan Lusi	Keith Oliveira
Richmond	Yvonne Brandon	Jeffrey Bourne
Rochester	Bolgen Vargas	Malik Evans
Sacramento	Jonathan Raymond	Christian Prichett
Santa Ana	Thelma Melendez de Santa Ana	Rob Richardson
St. Louis	Kelvin Adams	Rick Sullivan
St. Paul	Valeria Silva	Jean O'Connell
San Diego	William Kowba	John Lee Evans
San Francisco	Richard Carranza	Norman Yee
Seattle	Jose Banda	Harium Martin-Morris
Toledo	Jerry Pecko	Brenda Hill
Wichita	John Allison	Jeff Davis



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

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

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



TM

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