

council of the great city schools

ANNUAL REPORT 2013-2014



executive committee 2013-2014

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Cover Photo: Student from Detroit Public Schools

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message from the chair

June 30, 2014

The Council of the Great City Schools looks back on a powerful year. This Annual Report provides a fuller picture of our accomplishments – from ensuring that Common Core State Standards are understood and embraced to calling national attention to the tremendous need for racial equity in our classrooms and schools.

Though not always acknowledged in the headlines, great things did happen this year in our large urban school systems. I commend everyone for the hard work and uncounted hours you have put in on behalf of the millions of students we collectively serve.

I don't need to tell you that our work can be difficult. We all need to hear the stories that inspire us as educators and remind us why we do what we do.

Here is one such story:

In the 1960s, Wilma Rudolph was considered the fastest woman in the world. She won three gold medals in the 1960 Summer Olympics in Rome, becoming the first American woman to do so. She achieved this triumph after overcoming polio and growing up as one of 22 siblings in the segregated South.

After her tremendous accomplishments, she had this to say: "Believe me, the reward is not so great without the struggle."

Our member schools are filled with students who, much like Wilma Rudolph, are struggling in one way or another. We, their school leaders, need to be both their anchors and the wind in their sails. We must ground our kids and hold them accountable, and at the same time inspire them to dream of a world beyond what we can imagine. Like any loving family, we offer a safe and caring place where students can discover their very best selves, and where they can prepare for whatever adulthood holds. And we do this amid public discourse ranging from apathetic to downright hostile.



No sector in the nation is better positioned than our Great City Schools to fulfill the promise of the civil rights legislation enacted 50 years ago. Public education can still be – it must be – the great equalizer.

We are not there yet. The struggle is exhilarating and exhausting, and the potential rewards are indeed great. Thank you for fighting the good fight. Keep it up.

Valeria Silva
Chair, Council of the Great City Schools
Superintendent of Saint Paul Public Schools

message from the director

June 30, 2014

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 2013-14 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 continues to rob our schools of badly needed resources; the public debate about the Common Core State Standards has become noisier and more controversial; and everyone had to grapple with an uncertain political landscape locally and nationally. Still, the organization and its members persist in boosting student achievement, improving leadership and management, and strengthening public confidence—the three pillars of our joint efforts.

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 has now been seen or heard some 240 million times in both English and Spanish. Our videos, Parent Roadmaps, and other tools are also being used by school districts all over the country. And numerous other meetings, webinars, and Internet tools are helping members get ready for new assessments built around college and career-ready standards.

The Council's crack legislative staff also pulled off a major victory in stopping an amendment to the federal Title I formula that would have stripped the Council's members of some \$550 million. It was a remarkable achievement that no other organization could have possibly accomplished.

The Council also initiated a groundbreaking Pledge for Males of Color that was approved by the vast majority of the membership. The pledge underscored the organization's focus this year on race, language, and culture—issues that were highlighted at the annual town hall meeting moderated by Harvard Law Professor Charles Ogletree.

Moreover, the Council published a new and improved version of its *Managing for Results* report with nearly 500 operational key performance indicators, and launched a new effort to develop parallel academic performance and spending measures that will make this unique tool even more comprehensive.

Our annual fall conference in Albuquerque, hosted by the Albuquerque Public Schools, was the best meeting that the organization has ever held, and our spring legislative conference continued to keep the membership informed about key federal legislative and policy issues.

I thank Valeria Silva, superintendent of the St. Paul Public Schools, for her extraordinary leadership in chairing the Council's board of directors this year. Her electrifying speech on race at the Fall Conference brought everyone to their feet and her energy on this issue defined the work of the organization throughout the year. 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.

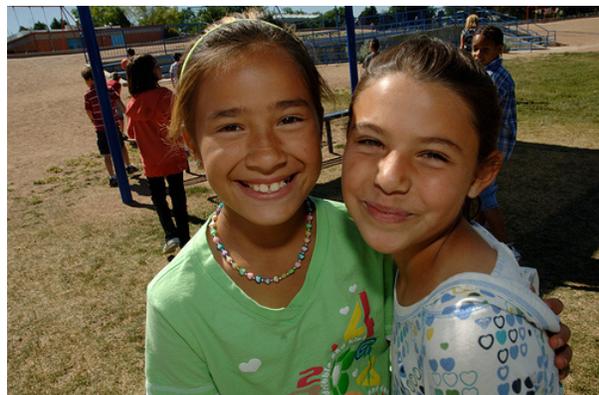
The Council keeps the nation's lawmakers, the media, and the public informed about the progress and problems in big-city schools. The organization does this through legislation, communications, research, and technical assistance.

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 wellspring 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.





U.S. Secretary of Education Arne Duncan, center, poses with urban school superintendents after meeting with them at the Council of the Great City Schools' Annual Legislative/Policy Conference in Washington. They discussed issues, challenges, and achievements in big-city school districts.

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 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.





Los Angeles Superintendent John Deasy and District of Columbia Chancellor Kaya Henderson present information at a session at the Annual Fall Conference.



Kansas City Superintendent Stephen Green and board member Airick West 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, depending on its urban characteristics.

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. These included 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

- ❑ **Total Student Enrollment**.....7.1 million
 - Hispanic39%
 - African American.....31%
 - White.....19%
 - Asian/Pacific Islander.....8%
 - Alaskan/Native American.....1%
- ❑ **Free/Reduced Price Lunch Eligibility**.....68%
- ❑ **English Language Learners**.....16%
- ❑ **Students With Individualized Education Plan (IEP's)**.....14%
- ❑ **Total Number of Teachers**.....414,976
- ❑ **Student-Teacher Ratio**.....17:1
- ❑ **Number of Schools**.....12,095



Source: National Center for Education Statistics

conferences

Public Relations Executives Meeting
 July 5-8, 2013
 San Diego, CA

Curriculum & Research Directors Meeting
 July 17-20, 2013
 Miami, FL

Executive Committee Meeting
 July 19-20, 2013
 Long Beach, CA

Chief Financial Officers Conference
 September 24-27, 2013
 Dallas, TX

Annual Fall Conference
 October 30-November 3, 2013
 Albuquerque, NM

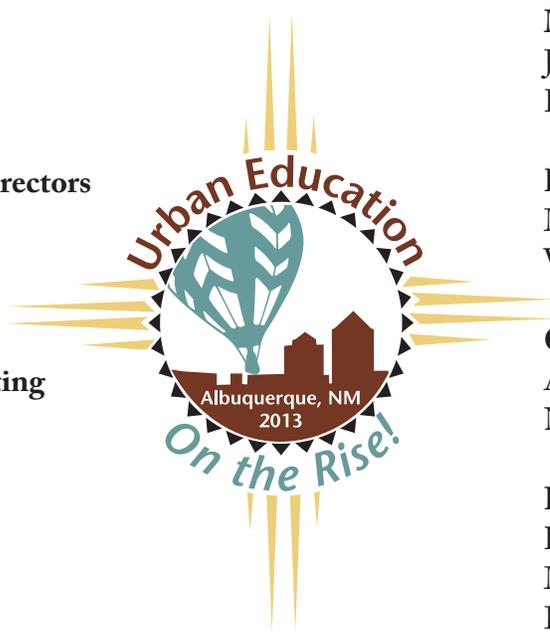
HRD/Personnel Directors Meeting
 January 28-31, 2014
 Louisville, KY

Legislative/Policy Conference
 March 22-25, 2014
 Washington, DC

Chief Operating Officers Conference
 April 22-25, 2014
 New Orleans, LA

Bilingual, Immigrant & Refugee Education Directors Meeting
 May 14-17, 2014
 Denver, CO

Chief Information Officers Meeting
 June 10-13, 2014
 Denver, CO



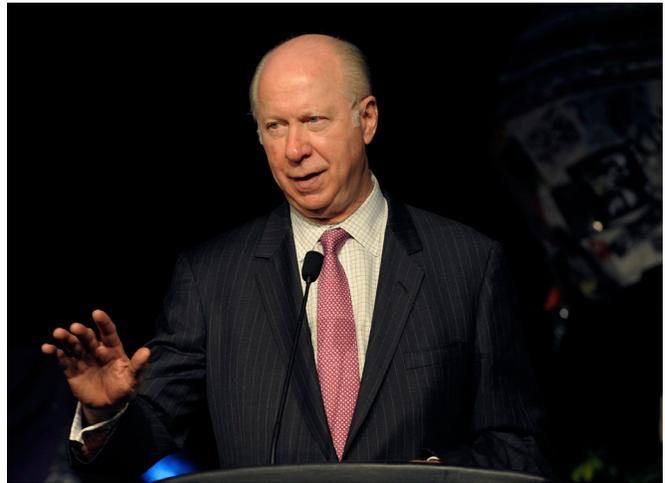
annual fall conference

Nearly 1,000 urban school superintendents, senior administrators, board members and deans of colleges of education from across the country assembled in Albuquerque, N.M., for the Council's 57th Annual Fall Conference, Oct. 30-Nov. 3, hosted by Albuquerque Public Schools.

Under the theme "Urban Education on the Rise," the conference opened with an enlightening address from Valeria Silva, chair of the Council's Board of Directors and superintendent of Saint Paul Public Schools. She urged attendees to challenge their deepest personal beliefs about race and academic expectations and work to break down racial barriers in education in their respective school districts.

Race was also the focus of a lively 90-minute town hall meeting that was moderated by Harvard Law Professor Charles Ogletree Jr., and televised by New Mexico PBS. The town hall not only focused on the topic of race in the nation but also language and culture.

A keynote address was given by David Gergen, a senior political analyst for CNN, who has served as an adviser to four U.S. presidents. Gergen expressed his optimism about the future of education and noted that graduation rates for



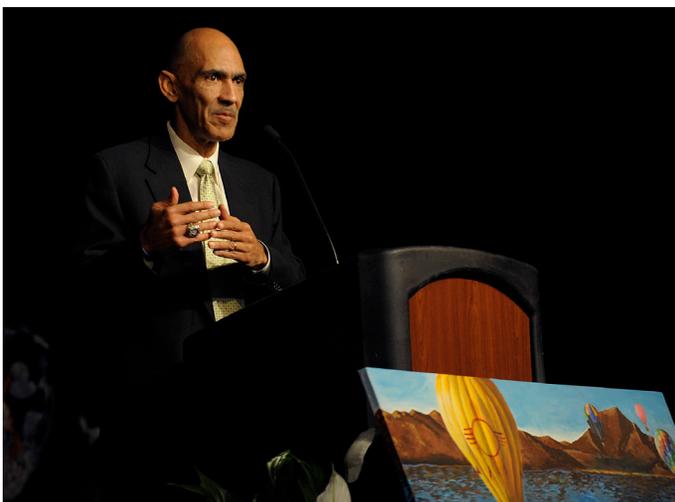
Political analyst David Gergen expresses his optimism about the future of education.

students of color are steadily increasing while more schools in urban cities are implementing higher standards.

Urban educators also heard from Tony Dungy, a best-selling author and the first African American coach to win a Super Bowl. Dungy recalled that as a coach his philosophy was to help every player be the best they could be, and stressed to educators to do the same because the success of the country is determined by how well the nation educates its young people.

Also addressing the conference was military veteran, motivational speaker, and leadership expert Consuelo Castillo Kickbusch, who gave an inspirational address on how she overcame poverty and discrimination to become the highest-ranking Hispanic woman in the Combat Support Field of the Army. She believes that all children have the potential to learn and that public education can do it the best.

The nation's big-city leaders also attended numerous breakout sessions focused on issues such as closing the achievement gap, creating effective professional development programs, integrating technology into effective instruction, and improving outcomes for English Language Learners.



Author and former football coach Tony Dungy discusses the importance of education.

legislative/policy conference

Big-city school leaders convened in the nation's capital March 22-25 to discuss legislation, policies and strategies during the Council's Annual Legislative/Policy Conference.

Conferees heard from U.S. Secretary of Education Arne Duncan, who has served as the nation's top education official since 2009.

Duncan told urban educators that after reading the report released by the Education Department's Office for Civil Rights documenting the racial disparities in school discipline policies across the country, he was stunned to find out how many pre-K students are suspended each year.

The former chief executive officer of Chicago Public Schools noted that the school-to-prison pipeline starts with four-year-olds and that the nation will not be able to close the achievement gap until the opportunity gap is closed.

He praised urban educators for challenging the status quo and not making excuses, while boosting academic achievement and implementing teacher and principal evaluations that incorporate not only student learning but reward excellence.

Rep. George Miller (D-Calif.) also addressed the gathering and was presented with a lifetime achievement award for his years of public service.



U.S. Secretary of Education Arne Duncan discusses the opportunity gap.



Congressman George Miller, right, receives the Lifetime Achievement Award from Council Executive Director Michael Casserly.

Miller is retiring from Congress after 40 years as a congressman.

As a member of the U.S. House of Representatives' Committee on Education and the Workforce Committee, Miller was a strong advocate on behalf of urban schools and urban schoolchildren.

Conferees also heard from Rep. Rosa DeLauro (D-Conn.), a member of the U.S. House of Representatives Education Appropriations Subcommittee, who gave a passionate speech on the importance of education.

The congresswoman noted that the federal government plays a crucial role in helping all children navigate the many obstacles to a good education and that it is the nation's moral responsibility to see that the country's budget reflects the goal of preserving access to opportunity and education.

Also discussing the need to provide access to early education was Deborah Delisle, the assistant secretary of education for elementary and secondary education for the U.S. Department of Education.

She told conferees that the Education Department under President Obama is the first administration that has developed an office of early learning.

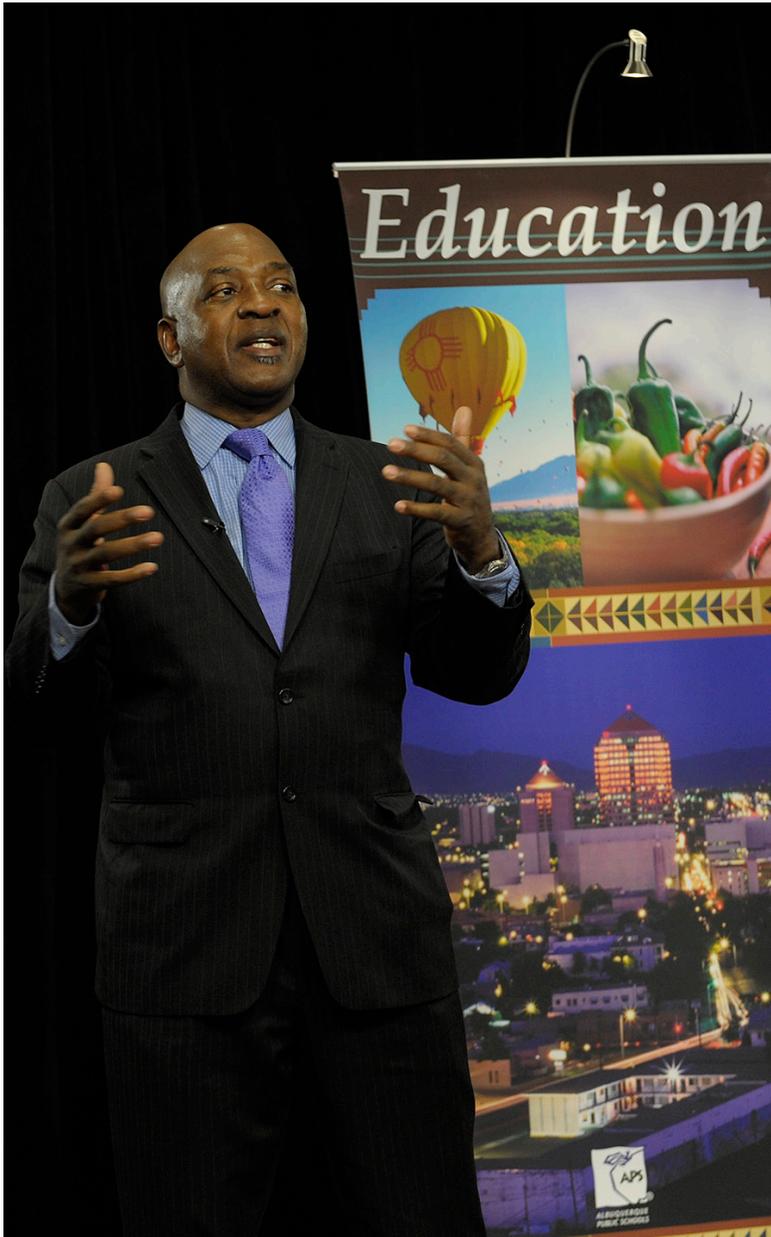


Photo above: Military veteran, motivational speaker, and leadership expert Consuelo Castillo Kickbusch discusses how education helped her overcome poverty and discrimination during her address to urban educators at the Annual Fall Conference.

Left Photo: Harvard Law Professor Charles Ogletree asks a question as moderator of the Council's 90-minute Town Hall Meeting on Race, Language, and Culture at the Annual Fall Conference and televised by New Mexico PBS.



Rep. Rosa DeLauro (D-Conn.) discusses the need for the federal government to adequately fund education at the Council's Annual Legislative/Policy Conference.

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 2013-14, the Council—

- ❑ Won two prestigious Telly Awards for its public-awareness video explaining how the Common Core State Standards will help students succeed.
- ❑ Published a booklet titled *Communicating the Common Core State Standards – A Resource for Superintendents, School Board Members, and Public Relations Executives*.
- ❑ Aired the Council's Common Core Public Service Announcement (PSA) at two of the nation's most prestigious motor races, the Daytona 500 and Indianapolis 500.
- ❑ Participated in the release of the 2013 Trial Urban District Assessment (TUDA) results in reading and mathematics.
- ❑ Wrote op-eds in the *Boston Globe*, Cleveland's *The Plain Dealer*, the *Charlotte Observer* and the *Milwaukee Journal-Sentinel*.
- ❑ Coordinated Comcast *Newsmaker* interviews with the Council leadership and nine urban school superintendents that aired on CNN Headline News and in designated market areas.
- ❑ Coordinated a PBS-televised National Town Hall Meeting on "Race, Language, and Culture," moderated by Harvard Law Professor Charles Ogletree, and emphasized issues of race, language, and culture throughout the year.
- ❑ Fielded inquiries from such national media outlets as the *New York Times*, *Washington Post*, 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.
- ❑ Published eight issues of the *Urban Educator*.
- ❑ Published the organization's *Annual Report*.
- ❑ Published the 9th survey of *Public Relations Offices in the Great City Schools*.
- ❑ Hosted the 13th 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 2013-14, the Council—

- ❑ Successfully prevented a Title I funding formula change from being offered as a House floor amendment to the ESEA reauthorization bill that would have cut over a half billion dollars from Council member districts.
- ❑ Provided comments and recommendations to the Senate and House education committees during development of early childhood education, career and technical education, and education research legislation.
- ❑ Secured Education Department guidance allowing districts to backfill sequestration cuts without violating Title I supplanting requirements.
- ❑ Submitted comments to the U.S. Department of Education on modified standards and assessments for students with disabilities, as well as proposed rules on IDEA maintenance of effort provisions.
- ❑ Provided comments on the Department of Education's Race To The Top Preschool Development Grants.
- ❑ Promoted access to No Child Left Behind waivers directly to school districts in states that do not participate in waivers.
- ❑ Initiated discussions with the Education Department on simplifying multi-source funding of local educational initiatives.

highlights of council activities

- ❑ Advocated successfully for more flexible guidance from the Education Department to facilitate urban use of the poverty-focused Community Eligibility options for free school breakfasts and lunches.
- ❑ Submitted comments to the Agriculture Department (USDA) on the Community Eligibility Option (CEO) program and organized technical assistance for Council districts through meetings and conference calls with USDA staff.
- ❑ Assisted member districts during the phase-in of the 2010 Healthy and Hunger-Free Kids Act; submitted comments to USDA on a proposed school meals cost study, personnel standards, and local wellness policies; and convened a meeting of the Great City Schools Food Service Directors.
- ❑ Supported flexibility waivers of school meal regulations in the FY 2014 and FY 2015 appropriations bills.
- ❑ Provided multiple comments to the Federal Communications Commission (FCC) on President Obama's ConnectED initiative and E-Rate modernization program while supporting 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, congressional legislative activity, flexibility waivers, and grant opportunities from the U.S. Department of Education.
- ❑ Served as an intermediary for Council districts in resolving grant problems with the U.S. Department of Education; provided multiple legislative updates and alerts on critical issues; and responded to scores of questions on federal policy, grants, and legislation.
- ❑ 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.

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 2013-14, the Council—

- ❑ Initiated a pledge to improve outcomes for males of color in America's Great City Schools that was approved by 60 member districts.
- ❑ Developed a unified and consistent message of urban school improvement based on 10-year results of the Trial Urban District Assessment of NAEP.
- ❑ Conducted Strategic Support Team reviews on research, deployment, and accountability functions in a number of member districts.
- ❑ Published the report *Implementing the Common Core Standards: Year Two Progress Report From the Great City Schools*.
- ❑ Represented urban school district interests at meetings of the American Educational Research Association, the Partnership for Readiness for College and Careers (PARCC), the Smarter Balanced Assessment Consortium (SBAC), the National Assessment Governing Board (NAGB), the National Center for Education Statistics (NCES), the Coalition of Schools Educating Boys of Color, The White House Domestic Policy Council, The White House Initiative on Educational Excellence for African Americans, the Harvard Strategic Data Project Institute for Leadership in Analytics, and the Educational Testing Service.
- ❑ Responded to numerous member requests for statistical information and research assistance.
- ❑ Conducted special analysis for member districts of achievement levels, changing demographics, and school improvement.
- ❑ Conducted and facilitated a webinar for member districts and other stakeholders on Black male achievement.
- ❑ Analyzed student responses to NAEP items that were similar to PARCC and SBAC-released questions. Presented results at various meetings of curriculum, research, and ELL staff.
- ❑ Presented key findings from an analysis of SIG-funded schools in member districts, *The School Improvement Grant Program: Performance Indicators for America's Great City Schools*.

highlights of council activities

- ❑ Published *Beating the Odds: Analysis of Student Performance on State Assessments, Results from 2011–2012*.
- ❑ Convened the 2013 annual Research and Curriculum Directors Meeting, in Miami, Florida.

ACHIEVEMENT AND PROFESSIONAL DEVELOPMENT

Improving the performance of all students and closing achievement gaps is one of the Council's most important priorities. In 2013-14, the Council—

- ❑ Created the *Calendar of Questions* tool to help districts implement the Common Core State Standards.
- ❑ Convened virtual meetings of the Council's common core content advisory committees in mathematics and ELA.
- ❑ Participated in the Invitational Research Symposium on Science Assessment co-hosted by the K-12 Center at ETS, CCSSO, and the College Board.
- ❑ Made multiple presentations to organizations on the common core while representing urban districts and their work.
- ❑ Provided feedback to Achieve on the Educators Evaluating Quality Instructional Products Rubric (EQuIP) and to Student Achievement Partners on the Instructional Materials Evaluation Tool (IMET).
- ❑ Collaborated with Achieve to hold a series of webinars on the EQuIP planning process and its student-work protocol.
- ❑ Developed grade-by-grade rubrics to assist districts in the selection of common core-aligned instructional materials.
- ❑ Expanded the content and use of the Basal Alignment, Anthology Alignment, and Read-Aloud Projects.
- ❑ Convened a number of workshops and institutes for member districts on implementation of the common core.
- ❑ Updated www.commoncoreworks.org to provide access to information and materials on implementing the common core.
- ❑ Conducted Strategic Support Team reviews on special education, bilingual education, and general education in a number of member districts.
- ❑ Facilitated two meetings of the Achievement and Professional Development Task Forces.

SCHOOL FINANCE AND LEADERSHIP, GOVERNANCE, AND MANAGEMENT

The Task Forces on School Finance and Leadership, Governance, and Management address the quality and tenure of leadership and management in and the funding of urban schools. In 2013-14, the Council—

- ❑ Conducted Strategic Support Team reviews for member districts on food services, transportation, and business & finance.
- ❑ Convened annual meetings of Chief Financial Officers, Human Resources Directors, Chief Operating Officers, Chiefs of Safety & Security, Food Services Directors, Facilities Directors, Transportation Directors, and Chief Information Officers.
- ❑ Released the Phase I report from the Deferred Maintenance Working Group.
- ❑ Published the ninth 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.
- ❑ Completed the Council's Urban School Executive Program (C'USE) for aspiring Chief Financial Officers and awarded Certificates of Achievement to two graduates.
- ❑ Assisted in organizing the U.S. Department of Education's Labor-Management Conference.
- ❑ Published the report *Urban School Superintendents: Characteristics, Tenure, and Salary Eighth Survey and Report*.
- ❑ Fielded numerous member requests for management information.
- ❑ Facilitated two meetings of the School Finance and Leadership, Governance, and Management Task Forces.

highlights of council activities

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 2013-14, the Council—

- Developed a new framework for English Language Development (ELD 2.0) to guide districts in their efforts to update their ELL programs to meet the demands of new academic standards.
- Developed criteria for the selection of common core-aligned instructional materials for English Language Learners.
- Held 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 district-specific assistance and guidance on how to respond to and interact with OCR and DOJ on ELL interventions.
- Provided assistance to member districts on ELL-specific accountability metrics for state applications for ESEA waiver renewals.
- Co-sponsored professional development for instructional coaches and key staff in member districts to foster academic discourse in ELL instruction.
- In collaboration with TESOL, shared with members findings on the changing role of ESL teachers in the era of common core.
- Maintained strong relations with other organizations supporting the implementation of CCSS, including TESOL, the National Association of Latino Elected Officials (NALEO), the Understanding Language Initiative, and El Momento by Univision, in addition to closely working with Student Achievement Partners.
- Provided feedback to PARCC and SBAC consortia on their guidance documents regarding linguistic accommodations.
- Received a grant from The Bill & Melinda Gates Foundation and Televisa Foundation to secure revisions from publishers to instructional materials for English Language Learners. Secured partnerships with five publishers to develop or revise instructional materials for ELLs.
- Received a planning grant from the Helmsley Charitable Trust to develop professional development tools and supports for teachers working with students who are below grade level.
- Conducted Strategic Support Team reviews for member districts on ELL programming.
- Convened the annual meeting of the Bilingual Immigrant and Refugee Education Directors.
- Convened two meetings of the Task Force on English Language Learners and Bilingual Education.

ORGANIZATION AND ADMINISTRATION

The Council works to manage its resources and ensure the integrity of its programs. In 2013-14, the Council—d

- Conducted an internal audit of the organization's 2013-14 spending and received unqualified external audit results for FY2012-13.
- Arranged the Annual Fall Conference in Albuquerque as well as multiple meetings and forums throughout the year.
- Continued cleanup of the organization's database system.
- Upgraded the online conference registration and hotel reservation system for all meetings.
- Managed financials for 13 Strategic Support Team trips, seven grant projects, 10 programs, and 16 conferences and specialty meetings.
- Responded to numerous requests for membership information and assisted membership with hotel and travel arrangements.
- Added two new member districts – El Paso and Hawaii.
- Managed the Green-Garner Award program and the Dr. Shirley Schwartz Urban Impact Scholarship.

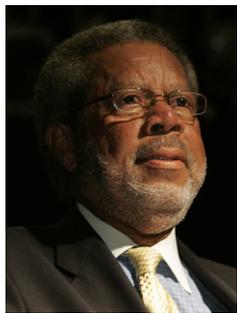
award programs

GREEN-GARNER AWARD



Richard R. Green

During the annual fall conference, the Council bestows the Green-Garner 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 superintendent and New York City Public Schools chancellor, and Edward Garner, a businessman and former school board president of the Denver Public Schools.



Edward Garner

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

Denise Link, school board chair of the Cleveland Metropolitan School District, received the award at the 2013 Fall Conference in Albuquerque. She has chaired the school board since 2009, and in this role she has led the policy body's efforts to transform the school district with academic and fiscal reform plans that have received strong mayoral support and funding from local foundations.



Denise Link (center) holds her \$10,000 oversized check after winning the Green-Garner Award. She is congratulated by Voyager Sopris Learning's Carolyn Gettridge, ARAMARK's Dennis Maple and Council Executive Director Michael Casserly.



Cleveland student Yu Zhang, second from left, holds his \$10,000 Green-Garner college scholarship and is congratulated by, left to right, his mom, school board chair Denise Link and principal Irene Javier.

green-garner 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
2013	Denise Link, Board Member	Cleveland Metropolitan School District

Queen Smith Award For Commitment to Urban Education

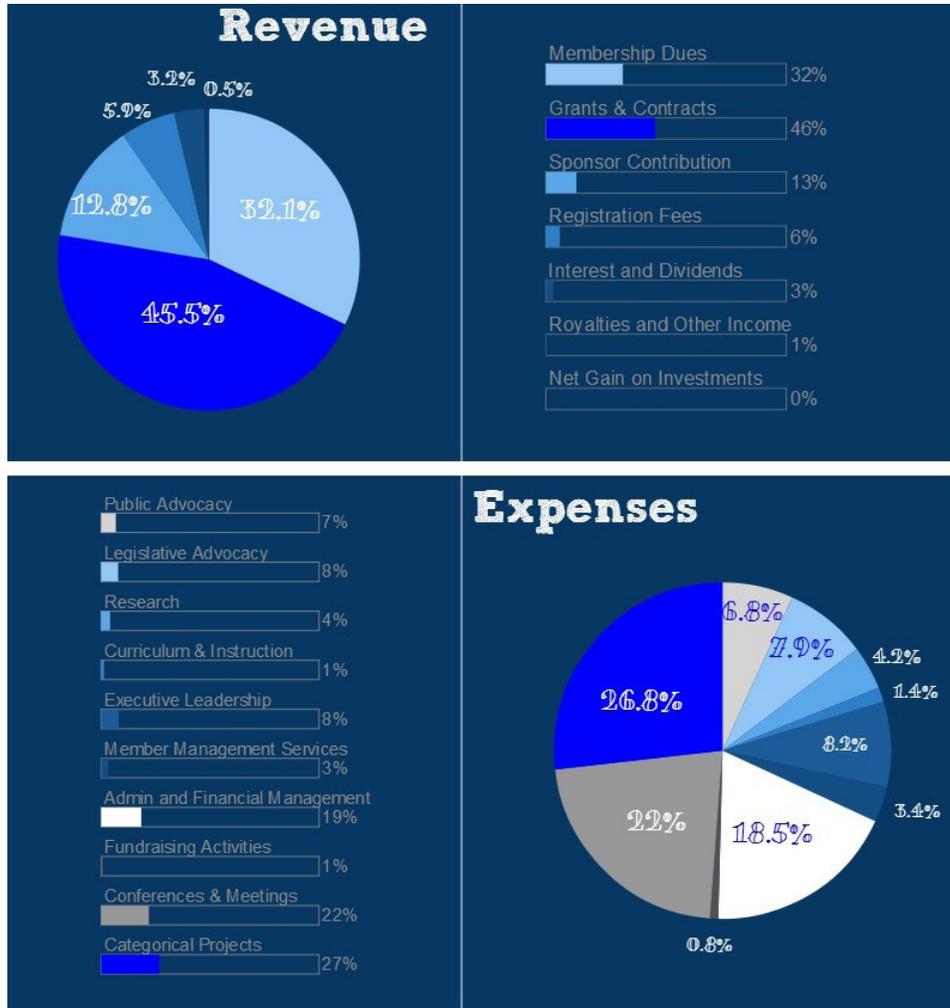
Eric Hines, director of equity and inclusion for Guilford County Schools in Greensboro, N.C., was the recipient of the Queen Smith Award for Commitment to Urban Education. Sponsored by the Macmillan/McGraw-Hill Publishing Co., the award is named in honor of the company's late vice president of urban 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 fifth annual Dr. Shirley S. Schwartz Urban Education Impact Award to Charlotte-Mecklenburg Schools, the University of North Carolina at Charlotte, and Davidson College for their Charlotte Teacher's Institute, which is designed to strengthen teaching by cultivating leadership skills among Charlotte's public school teachers. 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, 2014



	Audited Report FY12-13	Preliminary Estimate FY13-14		Audited Report FY12-13	Preliminary Estimate FY13-14
Revenue			Expenses		
Membership Dues	\$2,521,135	\$2,520,069	Public Advocacy	\$376,057	\$407,470
Grants & Contracts	1,655,452	3,576,290	Legislative Advocacy	454,007	475,882
Sponsor Contributions	1,159,745	1,002,445	Research	287,598	251,558
Registration Fees	462,096	465,343	Curriculum & Instruction	85,517	84,626
Interest and Dividends	111,866	248,417	Executive Leadership	450,485	494,486
Royalties and Other Income	33,967	42,458	Member Management Services	202,054	204,618
Net Gain on Investments	142,047	2,701	Admin & Financial Management	1,003,434	1,111,350
Total Revenue	\$6,086,308	\$7,857,722	Fundraising Activities	29,576	45,786
			Conferences & Meetings	1,174,216	1,319,827
			Categorical Projects	2,075,546	1,611,512
			Total Expenses	\$6,138,490	\$6,007,114

Change in Net Assets	(\$52,182)	\$1,850,609
Net Assets, Beginning	\$7,817,416	\$7,765,234
Net Assets, Ending	\$7,765,234	\$9,615,843

SPONSORS

The Council thanks the following contributors for their support in 2013-2014.

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McGraw Hill Education
Microsoft
Pearson Education
Scholastic, Inc.
SchoolMessenger
Schoolwires
Wilson Language Training



2013 Chief Financial Officers Meeting

Aon Hewitt
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2013 Annual Fall Conference

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Renaissance Learning
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McGraw Hill Education
Scholastic, Inc.
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Wilson Language Training
Knowledge Delivery Systems, Inc.
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Promethian
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ETS
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Kelly Educational Staffing
Lightspeed Systems
ParentLink
SAP
TCG Advisors
Truenorthlogic
Zaner-Bloser
Audio
Measured Progress
95% Group
INFOR Public Sector

2013 Curriculum & Research Directors Meeting

ARAMARK Education
Chartwells School Dining
Heery
Lawson
OfficeMax
Oracle
Sodexo
Preferred Meal Systems, Inc.
Catalyst Financial Group, Inc.
MILO Solutions & Services, LLC
The Cadmus Group, Inc.
TransAct

2013 Executive Committee Meeting

Houghton Mifflin Harcourt
McGraw Hill Education

2013 Public Relations Executives Meeting

SchoolMessenger
Schoolwires

2014 HRD/Personnel Directors Meeting

Amplify
AppliTrack
Infor Public Sector
Kelly Educational Staffing
Truenorthlogic
Workday

2014 Legislative/Policy Conference

Televisa Foundation
Houghton Mifflin Harcourt
Knowledge Delivery Systems, Inc.
McGraw-Hill Education
Pearson
Wilson Language Training
Scholastic, Inc.
Schoolwires

2014 Bilingual, Immigrant & Refugee Education Directors Meeting

Benchmark Education
Houghton Mifflin Harcourt
Imagine Learning Inc.
Knowledge Delivery Systems, Inc.
Lexia Reading
McGraw Hill Education
Santillana USA

2014 Chief Operating Officers Conference

247 Security
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AECOM
ALC
Allegion
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DeJong-Richter
DMS
First Student
Heery
Infor Public Sector
Jacobs Engineering Group, Inc.
JG
Reta Security
Roush Cleantech
Schoolbus Consultants
SchoolDude.com
Safari Montage
School Improvement Network
School Specialty
Tyler Technologies
Zonar

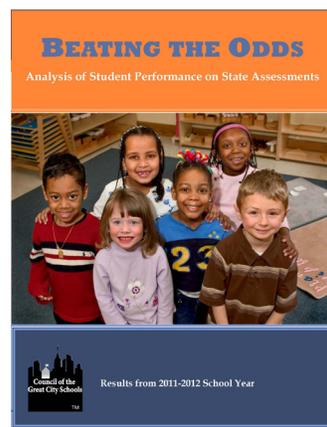
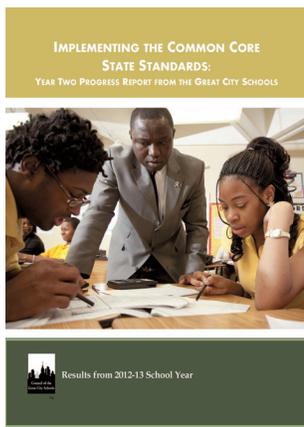
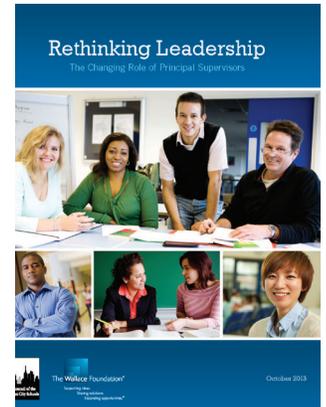
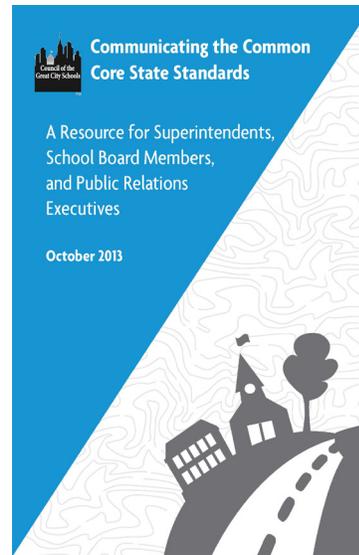
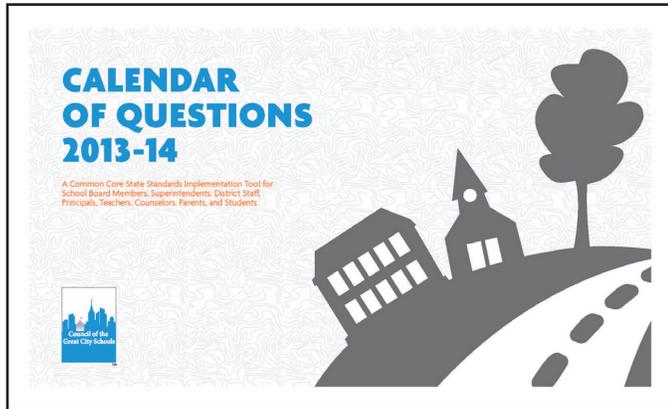
2014 Chief Information Officers Meeting

Airwatch
Amplify
Aruba Networks
Cisco Systems
Clever
Dell
Education Networks of America
Fuel Education
Gaggle
Google for Education
Houghton Mifflin Harcourt
iboss Network Security
Infor Public Sector
Intel
its Learning
Jamf Software
Kajeet
Knowledge Delivery Systems, Inc.
Lightspeed Systems
Microsoft
Pearson
Safari Montage
SchoolMessenger
Schoology
Schoolwires

Shirley Schwartz Urban Education Impact Award

Joseph Schwartz

publications



- ❑ **Beating the Odds: Analysis of Student Performance on State Assessments: Results from 2011-2012 School Year-City-by-City Profiles-** Fall 2013
This analysis presents city-by-city assessment results, which are presented year-by-year and grade-by-grade on each state test in mathematics and reading between spring 2009 through spring 2012.
- ❑ **Rethinking Leadership: The Changing Role of Principal Supervisors-** Fall 2013
The Council of the Great City Schools received a grant from The Wallace Foundation to investigate the ways principal supervisors are selected, supported, and evaluated in major school districts across the country, looking specifically at the roles and responsibilities of staff in these positions.
- ❑ **Communicating the Common Core State Standards-** October 2013
A resource guide to help leaders of the nation's largest urban school districts devise and execute comprehensive communication plans to strengthen public awareness about and support for the common core, as well as new assessments.
- ❑ **Managing for Results in America's Great City Schools-** October 2013
An annual publication of the Performance Management and Benchmarking Project, new and improved with correlation analyses and example research questions.
- ❑ **Implementing the Common Core State Standards, Year Two Progress Report-** October 2013
The Council of the Great City Schools surveyed the progress urban public school districts are making in implementing the Common Core State Standards. This report presents the results from this second-year survey.
- ❑ **Calendar of Questions 2013-2014-** September 2013
A Common Core State Standards Implementation Tool for school board members, superintendents, district staff, principals, teachers, counselors, parents, and students.

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
Marilyn Banks, Administrative Assistant

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 AND POLICY

Jeff Simering, Director of Legislation
Manish Naik, Manager of Legislative Services
Gabriela Uro, Manager of ELL Policy and Research
Debra Hopkins, ELL Project Coordinator
Carol Aguirre, ELL Policy 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 2013-2014 (As of March 2014)

<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.	Leslie Grant
Austin	Meria Carstarphen	Vincent Torres
Baltimore	Tisha Edwards	Shanaysha Sauls
Birmingham	Craig Witherspoon	Wardine Alexander
Boston	John McDonough	Michael O'Neill
Bridgeport	Paul Vallas	Kenneth Moales, Jr.
Broward County	Robert Runcie	Laurie Rich Levinson
Buffalo	Pamela Brown	Barbara Nevergold
Charleston	Nancy McGinley	Todd Garrett
Charlotte-Mecklenberg	Heath Morrison	Mary McCray
Chicago	Barbara Byrd Bennett	Jesse Ruiz
Cincinnati	Mary Ronan	Alexander Kuhns
Clark County	Pat Skorkowsky	Stavan Corbett
Cleveland	Eric Gordon	Denise Link
Columbus	Daniel Good	Gary Baker II
Dallas	Mike Miles	Mike Morath
Dayton	Lori Ward	Ronald Lee
Denver	Tom Boasberg	Allegra Haynes
Des Moines	Thomas Ahart	Cindy Elsbernd
Detroit	Karen Ridgeway	Jack Martin
District of Columbia	Kaya Henderson	N/A
Duval County	Nikolai Vitti	Paula Wright
East Baton Rouge	Bernard Taylor, Jr.	David Tatman
El Paso	Juan Cabrera	TBD
Fort Worth	Walter Dansby	Judy Needham
Fresno	Michael Hanson	Lindsay Cal Johnson
Guilford County	Maurice Green	Rebecca Buffington
Hillsborough County	MaryEllen Elia	Candy Olson
Honolulu	Ronn Nozoe	TBD
Houston	Terry Grier	Paula Harris
Indianapolis	Lewis Ferebee	Samuel Odle
Jackson	Cedrick Gray	Monica Gilmore-Love
Jefferson County	Donna Hargens	Diane Porter
Kansas City (MO)	Stephen Green	Airick West
Long Beach	Christopher Steinhauser	Felton Williams
Los Angeles	John Deasy	Steve Zimmer
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	Antoinette Baskerville-Richardson
New Orleans	Stan Smith	Woody Koppel
New York City	Carmen Fariña	N/A
Norfolk	Samuel King	Kirk Houston Sr.
Oakland	Gary Yee	Jumoke Hinton Hodge
Oklahoma City	Dave Lopez	Phil Horning
Omaha	Mark Evans	Marian Frey
Orange County	Barbara Jenkins	William Sublette
Palm Beach County	E. Wayne Gent	Debra Robinson
Philadelphia	William Hite	Bill Green
Pittsburgh	Linda Lane	William Isler
Portland	Carole Smith	Pam Knowles
Providence	Susan Lusi	Keith Oliveira
Richmond	Dana Bedden	Jeffrey Bourne
Rochester	Bolgen Vargas	Van Henri White
Sacramento	Sara Noguchi	Christian Prichett
Santa Ana	Rick Miller	Rob Richardson
St. Louis	Kelvin Adams	Rick Sullivan
St. Paul	Valeria Silva	Mary Doran
San Diego	Cindy Marten	Kevin Beiser
San Francisco	Richard Carranza	Hydra Mendoza
Seattle	Jose Banda	Harium Martin-Morris
Shelby County	Dorsey Hopson	Kevin Woods
Toledo	Romules Durant	Cecelia Adams
Wichita	John Allison	Jeff Davis

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baltimore
birmingham
boston
bridgeport
broward county
buffalo
charleston county
charlotte-mecklenburg
chicago
cincinnati
clark county
cleveland
columbus
dallas
dayton
denver
des moines
detroit
duval county
east baton rouge
el paso
fort worth
fresno
guilford county
honolulu
hillsborough county
houston
indianapolis
jackson
jefferson county

kansas city
long beach
los angeles
miami-dade county
milwaukee
minneapolis
nashville
newark
new orleans
new york city
norfolk
oakland
oklahoma city
omaha
orange county
palm beach county
philadelphia
pittsburgh
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