



Education Commission
of the States

2011 ANNUAL REPORT

EARLY LEARNING
GRADUATION
MATH TEACHER QUALITY
POSTSECONDARY
P-20
STATE
LEADERS
GOVERNANCE
ATTAINMENT
COMMON CORE

CAREER READY
 ACHIEVEMENT STATE COMPARISON DATABASES
 BLENDED LEARNING
 ASSESSMENT
 READING
 ART
 RURAL
 RESEARCH
 LITERACY

CHARTER SCHOOLS
 TECHNOLOGY
 ATTENDANCE
 POLICYMAKING
 SCHOOL
 HIGH
 CURRICULA
 BENCHMARKING
 FINDING

SERVICE-LEARNING
 EARLY LEARNING
 GRADUATION
 MATH TEACHER QUALITY
 POSTSECONDARY
 BLENDED LEARNING
 ASSESSMENT
 STATE
 LEADERS
 GOVERNANCE
 ATTAINMENT
 COMMON CORE

The Mission of the Education Commission of the States:

To help states develop effective policy and practice for public education by providing data, research, analysis and leadership; and by facilitating collaboration, the exchange of ideas among the states and long-range strategic thinking.



We are:

- ★ **Legislatively established.** We are the intermediary through which states agree to work together.
- ★ **P-20 focused.** We work to align systems that begin with the earliest learners and continue through adulthood.
- ★ **Cross-agency focused.** From the governor to the legislature, from state agency heads to elected boards and leaders, we serve leaders. Their aligned missions drive our work.
- ★ **Policy focused.** The best policy is built on the best knowledge or research available. The best policy can be measured with results.
- ★ **Nonprofit.** We work hard to make every state dollar support service to states and subsequently, to optimize the education of all kids and adults. We strive to make every grant or contract dollar do the same.
- ★ **Nonpartisan.** We take on problems, assemble the best people and seek the answers, whatever they might be.

We honor the values of the 371 ECS Commissioners who represent their states.

ECS Commissioners:

- ★ Reach across the aisle
- ★ Seek diverse perspectives
- ★ Support a common good
- ★ Respect hard work and diligence.

2011 ECS Products

Check out our impressive collection, which includes direct links to ECS policy analysis and research, *The Progress of Education Reform*, Research Studies database, state policy databases and ECS newsletters.

www.ecs.org/2011ECSPubs.pdf



Education Commission
of the **S t a t e s**

2011-13 ECS Chair: Colorado Governor John Hickenlooper

ECS President: Roger Sampson

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The purpose of the Compact for Education

1. Establish and maintain close cooperation and understanding among executive, legislative, professional, educational and lay leadership on a nationwide basis at the state and local levels
2. Provide a forum for the discussion, development, crystallization and recommendation of public policy alternatives in the field of education
3. Provide a Clearinghouse of information on matters relating to educational problems and how they are being met in different places throughout the nation, so that the executive and legislative branches of state government and of local communities may have ready access to the experience and record of the entire country, and so that both lay and professional groups in the field of education may have additional avenues for the sharing of experience and the interchange of ideas in the formation of public policy in education
4. Facilitate the improvement of state and local education systems so that all of them will be able to meet adequate and desirable goals in a society which requires qualitative and quantitative advance in educational opportunities, methods and facilities.

The role of ECS member states and Commissioners

- ★ Comprise the Commission
- ★ Represent respective states
- ★ Inform the goals and objectives and the annual agenda of the Compact for Education
- ★ Advise the ECS president and staff
- ★ Lead by example across the states
- ★ Share with peers
- ★ Provide financial support

The role of the ECS President in the Commission

- ★ Ensure integrity in all aspects
- ★ Set the goals, objectives and annual agenda
- ★ Employ staff
- ★ Ensure quality of services
- ★ Maintain fiscal stability

The role of ECS Employees in the Commission

- ★ Advise the president regarding the annual agenda, activities and strategies
- ★ Conduct the work of the organization
- ★ Provide service to the states
- ★ Continuously monitor quality of service



Commissioners at the 2011 Commissioners' meeting.

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We have made it easy for you to navigate this report. Throughout this document, you will find hyperlinks in green to reports, meetings, resources, and ECS web pages.

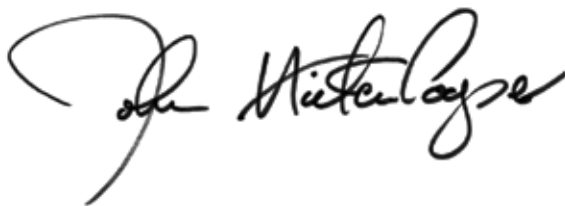
Dear Colleagues,

Most people run for political office because they believe they can come up with solutions. Most hope their role in public service is to be inventive and create a better future. While it's not always easy to lead a room full of creative and imaginative people, there is no room in government (or education, for that matter) for partisan gridlock.

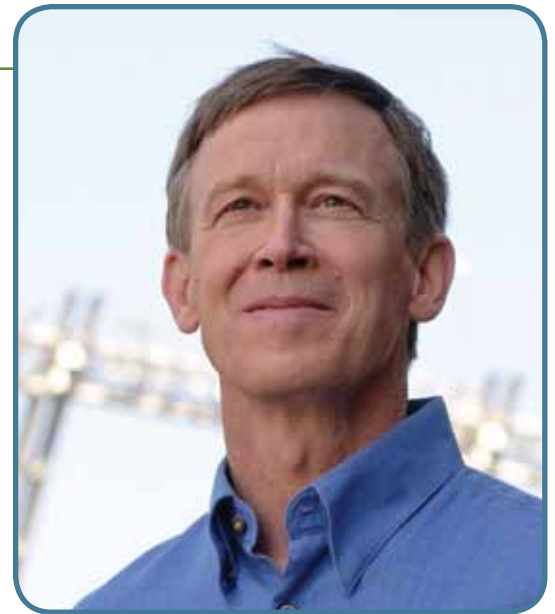
Colorado, like most states, faces the current budget challenge in a stronger position today than a year ago. We are moving in the right direction, but we are still in rough water. Fostering education, unleashing entrepreneurship, building a strong business climate and putting more citizens to work is at the core of our mission as state leaders. ECS can help you lead the way in strengthening education, bringing business to the table to inform that work, and ensuring that early learning is aligned to the K-12 system; that K-12 is aligned to colleges, universities, and business; and that all are aligned with the values and needs of the broader community. Kids across each and every state must be educated, not just so they can find a job, but because the gift of education will last a lifetime.

This report reflects the services that ECS offers to you. Take advantage of your membership in the Education Commission of the States.

Sincerely,



John Hickenlooper
Governor of Colorado
2011-13 ECS Chair



Kids across each and every state must be educated, not just so they can find a job, but because the gift of education will last a lifetime.

Dear ECS Commissioners, Partners, and Constituents,

Over the past 12 months we have seen significant efforts to move from an education system heavily structured around inputs to a system focused on outputs. Most visible in this movement is the effort to directly tie teacher and principal compensation, evaluation, and recognition to student achievement. This shift is largely propelled by the increased use of state and local accountability as drivers for improvement. Key benchmarks typically include increases in literacy proficiency by 3rd grade, high school graduation, college completion, and successful transitions from school to the workforce.

We are encouraged by quality and quantity of the collaboration between policymakers and the corporate community improve the education system across our country.

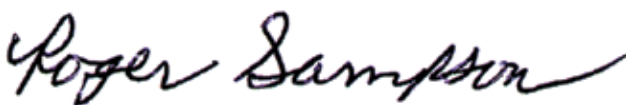
We have seen a substantial increase in financial support and collaboration with corporate America. Employers are ultimately the end users of students going through our education system. Their ability and the nation's ability to compete in the global environment are dependent on the preparedness of students leaving the education system and their successful transition into the workforce.

Alignment of the P-20 system, preschool through college, is getting a new look and level of importance. In the past, it was easy to talk about the education system as a general whole. Little was really done to ensure that learning and standards flowed seamlessly from one grade level to the next. With the movement to outcomes versus inputs and the steady rise of rigorous standards, it has become critical to look at the entire P-20 education system as a pathway that aligns not only from grade to grade but that provides for essential benchmarks that must be reached along the way.

Specifically, it is clear states are recognizing how critical early literacy proficiency is to the successful implementation of rigorous, internationally benchmarked standards across our country.

The need for state-level policymakers to collaborate has never been greater. ECS will continue its practice of bringing teams of ECS commissioners together at our annual National Forum on Education Policy. Exposing policymakers to effective policy and strategies aligned to their states' education policy priorities allows them to take immediate action in their state. The ECS National Forum does this and more.

Best Regards,



Roger Sampson
President, Education Commission of the States



*“The need for
state-level
policymakers
to collaborate
has never been
greater.”*

Chair, 2011-13



John Hickenlooper
Governor
Colorado

Vice Chair, 2011-13



Rae Ann Kelsch
Chair, Education Committee
North Dakota House
of Representatives

Treasurer, 2011-13



Richard Rhoda
Executive Director
Tennessee Higher
Education Commission

Former Chair, 2008-2010



Tim Pawlenty
Former Governor
Minnesota



Barbara Clark
Member,
Education Committee
New York Assembly



Diane DeBacker
Commissioner of Education
Kansas Department
of Education



Thomas Horgan
President and CEO
New Hampshire College
and University Council



Christopher Koch
State Superintendent
of Education
Illinois State Board
of Education



Luther Olsen
Chair, Education
Committee
Wisconsin Senate

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Education Commission

Vice Chair

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Member, Education Committee
Nevada Senate

John Bonaiuto

Executive Director
Nebraska Association of
School Boards

Diane DeBacker

Commissioner of Education
Kansas Department of Education

Adrienne Jones

Speaker Pro Tem
Maryland House of Delegates

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COMMITTEE**

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University Council

Vice Chair

George Pernsteiner
Chancellor
Oregon University System

John Foster

Owner
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West Virginia House of Delegates

Patricia Wright

Superintendent of Public Instruction
Virginia Department of Education

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COMMITTEE**

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Member, Education Committee
New York Assembly

Vice Chair

David Sokola
Chair, Education Committee
Delaware Senate

Rae Ann Kelsch

Chair, Education Committee
North Dakota House of
Representatives

Joseph U. Meyer

Secretary
Kentucky Education and
Workforce Development Cabinet

Luther Olsen

Chair, Education Committee
Wisconsin Senate



Members of the ECS Executive Committee (from left): Barbara Clark, ECS President Roger Sampson, ECS Vice Chair Rae Ann Kelsch, ECS Chair John Hickenlooper, Diane DeBacker, ECS Treasurer Richard Rhoda, and Luther Olsen.

STEERING COMMITTEE OFFICERS

Chair, 2011-13
John Hickenlooper
 Governor
 Colorado

Vice Chair, 2011-13
Rae Ann Kelsch
 Chair, Education Committee
 North Dakota House
 of Representatives

Treasurer, 2011-13
Richard Rhoda
 Executive Director
 Tennessee Higher
 Education Commission

STEERING COMMITTEE MEMBERS

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AMERICAN SAMOA: Evelyn Godinet, *Principal, Manumalo Baptist School*

ARIZONA: Linda Gray, *Vice Chair, Senate Education Accountability and Reform Committee*

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COLORADO: John Hickenlooper, *Governor*

CONNECTICUT: Andrew Fleischmann, *House Chair, Education Committee*

DELAWARE: David Sokola, *Chair, Senate Education Committee*

DISTRICT OF COLUMBIA: Allen Sessoms, *President, University of the District of Columbia*

FLORIDA: Stephen Wise, *Chair, Senate Education Pre-K-12 Committee*

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HAWAII: Roy Takumi, *Chair, House Education Committee*

IDAHO: John Andreason, *State Senator*

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MINNESOTA: Gen Olson, *Chair, Senate Education Committee*

MISSISSIPPI: Tom Burnham, *State Superintendent*

MISSOURI: David Pearce, *Chair, Senate Education Committee*

MONTANA: Denise Juneau, *Superintendent of Public Instruction*

NEBRASKA: John Bonaiuto, *Executive Director, Nebraska Association of School Boards*

NEVADA: Barbara Cegavske, *State Senator*

NEW HAMPSHIRE: Thomas Horgan, *President & CEO, New Hampshire College and University Council*

NEW JERSEY: Shirley Turner, *State Senator*

NEW MEXICO: Rick Miera, *Chair, House Education Committee*

NEW YORK: Barbara Clark, *Assemblywoman*

NORTH CAROLINA: Howard Lee, *President, Howard N. Lee Institute for Equity and Opportunity in Education*

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 Karl Wing

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 Evelyn Godinet, *Principal, Manumalo Baptist School*
 Reverend Tafailematagi Muasau, *President, Kanana Fou Theological Seminary*
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 Lemapu Suaiaunua Talo, *Chair, House Education Committee*

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 David Sokola, *Chair, Senate Education Committee*
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 Hosanna Mahaley, *State Superintendent of Education*
 Allen Sessoms, *President, University of the District of Columbia*
 Ted Trabue, *President, District of Columbia Board of Education*

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 Kelli Stargel, *Chair, House K-20 Innovation Subcommittee*
 Stephen Wise, *Chair, Senate Education Pre-K-12 Committee*

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 Christopher Koch, *State Superintendent of Education*
 Kevin McCarthy, *State Representative*
 George Reid, *Executive Director, Illinois Board of Higher Education*

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 David Richardson, *House Chair, Joint Standing Committee on Education and Cultural Affairs*

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 Delores Kelley, *State Senator*
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 Richard Freeland, *Commissioner of Higher Education*
 Sherri Killins, *Commissioner of Early Education and Care*
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 Jack Wilson, *Professor Emeritus, University of Massachusetts*

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 Tom Burnham, *State Superintendent*
 Videt Carmichael, *Chair, Senate Education Committee*
 Perry Lee, *Chair, Senate Universities and Colleges Committee*

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 Patrick Gadell, *Attorney at Law*
 Thomas Kerber, *Principal, Insurance & Benefits Group, LLC*
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 Tina Zubeck, *School-Community Relations, Platte County R-3 School District*

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 Linda McCulloch, *Secretary of State*
 Carmen Taylor, *Academic Vice President, Salish Kootenai College*

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 Roger Breed, *Commissioner of Education*
 Nancy Fulton, *President, Nebraska State Education Association*
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 Gwen Howard, *State Senator*

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 Laura Jones, *State Representative*
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 Patrick Diegnan, *Chair, Assembly Education Committee*
 Kristin Hennessy
 Shirley Turner, *State Senator*

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 John B. King, Jr., *Commissioner of Education*

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 Margaret Jeffus, *State Representative*
 Robert Landry, *Retired Superintendent*
 Howard Lee, *President, Howard N. Lee Institute for Equity and Opportunity in Education*
 Marvin Lucas, *Vice Chair, House Education Committee*

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 Doug Johnson, *Executive Director, North Dakota Council of Educational Leaders*
 Rae Ann Kelsch, *Chair, House Education Committee*
 Jack Maus, *Superintendent, Grafton Public Schools*
 Nicole Poolman, *English Teacher, Century High School*
 Donald Schaible, *Vice Chair, Senate Education Committee*

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 Marvenia Bosley, *private citizen*
 Deborah Delisle, *former Superintendent of Public Instruction*
 Patricia Frost-Brooks, *President, Ohio Education Association*
 Linda Schneider
 Gerald Stebelton, *Chair, House Education Committee*

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 Janet Barresi, *State Superintendent of Public Instruction*
 Ann Coody, *Chair, House Common Education Committee*
 John Ford, *Chair, Senate Education Committee*
 Phyllis Hudecki, *Secretary of Education*
 Glen Johnson, *Chancellor, Oklahoma State Regents for Higher Education*
 Kathleen Wilcoxson, *former State Senator*

OREGON

Susan Castillo, *Superintendent of Public Instruction*
 Michael Dembrow, *Co-Chair, House Education Subcommittee on Higher Education*
 Jeff Kruse, *Vice Chair, Senate Education and General Government Committee*
 George Pernsteiner, *Chancellor, Oregon University System*
 James Sager, *Assistant Superintendent, Northwest Regional Education Service District*
 Gene Whisnant, *State Representative*

PENNSYLVANIA

Tom Corbett, *Governor*
 Elizabeth Bolden, *Director, Office of Policy, Pennsylvania Department of Education*
 Paul Clymer, *Chair, House Education Committee*
 Andrew Dinniman, *Minority Chair, Senate Education Committee*
 Amy Morton, *Executive Deputy Secretary, Pennsylvania Department of Education*
 Jeffrey Piccola, *Chair, Senate Education Committee*
 James Roebuck, *Minority Chair, House Education Committee*

PUERTO RICO

Luis Fortuno, *Governor*
 Lucy Arce Ferrer, *State Senator*
 Jenniffer Gonzalez-Colon, *Speaker of the House*
 Jesus Rivera Sanchez, *Secretary of Education*

RHODE ISLAND

Lincoln Chafee, *Governor*
 H. Terri Adelman, *Executive Director, Volunteers in Providence Schools*
 Peter McWalters, *former Commission of Education*
 Gary Sasse, *private citizen*

SOUTH CAROLINA

Nikki Haley, *Governor*
 Robert Hayes, *State Senator*
 Larry Kobrovsky, *Attorney at Law*
 Willis Walling, *private citizen*
 Garrison Walters, *Executive Director, South Carolina Commission on Higher Education*

SOUTH DAKOTA

Dennis Daugaard, *Governor*
 Cooper Garnos, *Chair, Senate Education Committee*
 Rick Melmer, *Dean, University of South Dakota*
 Melody Schopp, *Secretary of Education*
 Jacqueline Sly, *Vice Chair, House Education Committee*
 Tony Venhuizen, *Director of Policy and Communications, Office of the Governor*
 Jack Warner, *Executive Director and CEO, South Dakota Board of Regents*

TENNESSEE

Bill Haslam, *Governor*
 Joe Carr, *State Representative*
 Dolores Gresham, *Chair, Senate Education Committee*
 Tomeka Hart, *President and CEO, Memphis Urban League*
 Richard Rhoda, *Executive Director, Tennessee Higher Education Commission*
 Lana Seivers, *Dean, Middle Tennessee State University*
 Patrick Smith, *Deputy Commissioner of Education*

TEXAS

Rick Perry, *Governor*
 Daniel Branch, *Chair, House Higher Education Committee*
 Rob Eissler, *Chair, House Public Education Committee*
 Raymund Paredes, *Commissioner of Higher Education*
 Robert Scott, *Commissioner of Education*
 Florence Shapiro, *Chair, Senate Education Committee*
 Royce West, *Chair, Senate Finance Subcommittee on Higher Education Funding*

UTAH

Gary Herbert, *Governor*
 Francis Gibson, *Chair, House Education Committee*
 Christine Kearn, *Education Deputy, Office of the Governor*
 Howard Stephenson, *Chair, Senate Education Committee*

VERMONT

Peter Shumlin, *Governor*
 Angelo Dorta, *former President, Vermont Education Association*
 Robert Starr, *State Senator*

VIRGIN ISLANDS

John deJongh, *Governor*
 David Hall, *President, University of the Virgin Islands*
 Winona Hendricks, *Chair, Virgin Islands Board of Education*
 Nereida Rivera O'Reilly, *State Senator*
 Luis Sylvester, *Education Policy Advisor, Office of the Governor*
 LaVerne Terry, *Commissioner of Education*

VIRGINIA

Robert McDonnell, *Governor*
 Antione Green, *Vice President, Richmond Education Foundation*
 Joseph Guzman, *School Board Member, Loudoun County Public Schools*
 Patricia A. Harvey, *Director of Institutional Effectiveness, Richard Bland College*
 Algie Howell, *Delegate*
 Patricia Wright, *Superintendent of Public Instruction*

WEST VIRGINIA

Earl Ray Tomblin, *Governor*
 Patricia Kusimo, *President and CEO, The Education Alliance*
 Brian Noland, *Chancellor, West Virginia Higher Education Policy Commission*
 Steven Paine, *VP of Strategic Planning and Business Development, CTB McGraw-Hill*
 Robert Plymale, *Chair, Senate Education Committee*
 Mary Poling, *Chair, House Education Committee*
 Nancy Sturm, *Principal Consultant, The Sextant Group*

WISCONSIN

Scott Walker, *Governor*
 Tony Evers, *Superintendent of Public Instruction*
 Steve Kestell, *Chair, Assembly Education Committee*
 Demond Means, *Superintendent, Mequon-Thiensville School District*
 Luther Olsen, *Chair, Senate Education Committee*

WYOMING

Matt Mead, *Governor*
 Rollin Abernethy, *Associate Provost and Professor, University of Wyoming*
 Hank Bailey, *Trustee, Laramie County School District 1*
 Gregg Blikre, *State Representative*
 Chris Rothfuss, *State Senator*
 Rachel Rubino, *Special Education Case Manager, Albany County School District*
 Kathryn Valido, *President, Wyoming Education Association*

For a current list of commissioners and their titles, please see: www.ecs.org/commissioners.

Purpose and scope

To increase understanding and commitment to PreK-3.

Goals and Objectives

To raise awareness of critical PreK-3 issues, identify innovative ideas and policies, provide practical advice on best practices, and emphasize the rewards from readiness.

Outcomes:

Raised awareness of critical PreK-3 issues

- ★ With funding from Pew Charitable Trusts' Pre-K Now, ECS increased understanding and commitment to PreK-3. Key policymakers and leaders were invited to a pre-conference session on PreK-3 at the ECS National Forum in July. The first presentation, *Reaping the Rewards from Readiness*, described Colorado's early childhood work over the last two decades; Lillian Katz from the University of Illinois presented a second session, *Building the Foundation*. In addition, a session titled *Principal Leadership: P-3 Depends on It* was presented at the December Commissioners' Meeting.
- ★ Key publications to enhance knowledge about early education included *The Progress of Education Reform: Pre-K-12 Literacy*, December 2011; and *The Road to High Quality Early Education*, funded by Pew Charitable Trusts/PreK-Now.
- ★ Assembled and disseminated a monthly electronic newsletter to update the field on state PreK-3 activity and the latest research with funding from Pew Charitable Trusts/PreK-Now.



ECS Pre-K - 3

Disseminated best practices, innovative ideas and policies

- ★ To make the database on *state kindergarten statutes* and the *Early Learning section* on the ECS website more accessible and informative, staff reorganized the site structure and updated resources on a broad scale.
- ★ Loaded PreK-Now archives onto the ECS website to assure accessibility on an on-going basis.
- ★ Co-sponsored a webinar with PreK-Now on teacher effectiveness, attended by stakeholders from across the country.
- ★ Facilitated a session on PreK-3 at the PreK-Now National Partners meetings.
- ★ Worked with the Colorado Early Childhood Leadership Commission on governance and facilitated a session to consider options.
- ★ Provided consultation and technical assistance to the Colorado Office of Lt. Governor Joe Garcia on development of an early learning plan. Developed recommendations and offered comments on Colorado's technology and literacy effort spearheaded by Governor John Hickenlooper.



Lillian Katz speaking at the 2011 ECS National Forum.

Lead Staff
Karen Schimke
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Purpose and scope

Help state leaders access the research and information they need to make the best decisions possible—across the P-20 spectrum.

Goals and Objectives

Manage and disseminate knowledge. Monitor changes in state education policies. Identify states to watch—those promising early adopters and those with track records of high performance. Promote credible research as a basis for policymaking. Identify critical and emerging issues across the states. Provide advice based on the best knowledge available.

Outcomes

Managed and disseminated knowledge

- ★ Collected and managed information that undergirds ECS databases, publications and the ECS website. Added nearly 2,634 documents to the unique and highly specialized ECS library which consists of more than 36,000 documents in digital format and nearly triple that number in hard copy. Added 2,255 new resources to www.ecs.org (more than 9,000 if counting URLs) and archived 10-15% of website documents.
- ★ Produced four electronic newsletters:
 - *ECS e-Clips* (a daily compilation of news clips across the states)
 - *ECS e-Connection* (a weekly compilation of key initiatives across the states)
 - *Heads Up* (a monthly compilation of good reads targeted for a Legislative Education Staff audience)
 - *Pre-K-3* (monthly, for audience with a P-3 focus).

Identified critical and emerging issues and states to watch

- ★ Synthesized and analyzed state policies for dissemination (see 2011 Collection of ECS Publications for details). Topics included kindergarten entrance ages and trends, American Jobs Act, school calendars across the states, four-day school week costs, state-set limits on superintendent contracts, teacher tenure, evaluation appeals processes, state collective bargaining laws, state responses to autism spectrum disorders, early warning indicators, truancy and habitual truancy, state charter school laws, governors' roles in education, state education governance models, P-20 governance, and state anti-bullying laws.
- ★ A joint project between the Education Commission of the States (ECS) and the National Center on Time and Learning (NCTL) resulted in the publication of several documents: *Learning Time In America: Trends to Reform the School Calendar*; *A State Policymaker's Guide to Expanding Learning Time*; and an *Executive Summary*.

Co-Lead Staff

Kathy Christie

303-299-3613

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Jennifer Dounay Zinth

303-299-3689

jdounay@ecs.org

Social Media:

ECS Ed Watch covers innovative, ahead-of-the-curve state policy approaches and the best new research with significant implications for education policy. *The P-20 Blog* is your source for news, policy and research on state efforts to better align early learning, K-12 and postsecondary education efforts. Regularly disseminated new reports by ECS and others are announced on *Twitter*.

FEEDBACK

"Thanks so much for following up with this good information! It's a valuable and very useful summary."

Vice Chancellor, State University System

"Thanks again for all of your help earlier this year! You are a wealth of knowledge."

Director, Assessment, Accountability & Information Management, State Department of Education

"Thank you again—we really appreciate how quickly you got back to us and you have provided great background resources to help start the state board's conversation!"

State Board of Education member

"Thank you so much! This is just the information I needed. Thanks for getting back to me so quickly. You're the best."

State Legislative Education Staff

"Thank you so much for your thorough review of the bill draft. You did a fantastic job!"

State Legislator

"Thank you so incredibly much! I was able to use your research in a memo that will be going to our Chief of Staff and then recommend to the Congressman."

Staff, U.S. Congressman

Purpose and Scope

- ★ To inform and assist state policymakers and education leaders to ensure that civic engagement and service-learning are essential components of America's education system.

Goals and Objectives

- ★ To identify emerging civic engagement and service-learning policy ideas, best practices, and other related issues for state policymakers and allied organizations.
- ★ To inform state policymakers and education leaders about how to improve student achievement through service-learning and civic engagement by disseminating current research, active models of practice, and policy development tools.
- ★ To encourage and expand opportunities for research and the advancement of policy, practice, and capacity to support development of all students' civic engagement.

Outcomes

Produced and disseminated resources and publications informing policymakers and leaders about issues germane to service-learning and citizenship education.

- Conducted a 50-state policy scan on service-learning
- Produced *Citizenship Matters* (bimonthly newsletter)
- Provided resources to leaders by updating civic education and service-learning issue sites on www.ecs.org
- For more information about NCLC's publications, policy scans or to subscribe to *Citizenship Matters*, contact Brady Delander, Assistant Editor, 303.299.3622.



Participated in numerous education policy discussions and events

- National Youth Leadership Council (NYLC)
- NYLC's Generator School Network
- Youth Service America
- ECS National Forum on Education Policy
- Colorado Service-Learning Council
- Association for Supervision and Curriculum Development
- National School Board Association

Developed and adopted a new strategic plan for the center

- Focuses NCLC work on engaging state policymakers
- Reaffirms NCLC's commitment to civic education and service-learning



NCLC Executive Board meeting at the National Forum on July 8, 2011.



Schools of Success

Continued to implement the Schools of Success Network

- ★ Hosted the Schools of Success Showcase for 17 participating schools
- ★ Produced *Network News* (bimonthly newsletter)
- ★ Conducted site visits to seven participating schools
- ★ Identified technical assistance needs and provided ongoing technical assistance to sites:
 - Trouble-shooting, brainstorming and counseling via conference calls
 - Planned and provided on-site professional development
 - Provided and identified resources
 - Webinars
 - Schools of Success Listserv
- ★ Coordinated data collection and program evaluation at 19 participating schools
- ★ Reviewed 2010 evaluation report prepared by RMC Denver and addressed inconsistencies in data collection
- ★ For more information about the Schools of Success Network, contact Paul Baumann, 303.299.3608 or Lisa Guilfoile, 303.299.3690

FEEDBACK

"Having time to discuss with our team and with other teams enabled us to enlarge our thinking and come to a new/stronger understanding of how to proceed."

Schools of Success Showcase Participant

"This was an extremely energizing and empowering conference. We came in knowing that our school was already doing great things, but we left feeling refreshed, renewed and re-educated about the importance of learning/teaching for 21st century needs. We are ready to take our program to the 'next level' as we continue to do what is good for students..."

Schools of Success Showcase Participant



Paul Baumann led a session on Vision and Leadership at the Schools of Success Showcase in Nashville, Tennessee, May 2011.

Lead Staff
Paul Baumann
 303-299-3608
pbaumann@ecs.org

Purpose and Scope

The Postsecondary Education and Workforce Development Institute continues to be a national leader on state efforts to increase college completion, align postsecondary education with state workforce needs, and transform remedial education into an effective pathway to a college credential. ECS works closely with state policymakers to provide them the resources and technical support they need to drive significant improvements in education policy. In 2011, the institute realized this vision through two major initiatives: Getting Past Go and Boosting College Completion for a New Economy.

Goals and Objectives

- ★ To work with states to transform remedial education at public postsecondary institutions to increase the number of students earning college credentials.
- ★ To work with state legislators on developing policies that result in higher numbers of state residents with college credentials that lead to high-wage jobs that will help build state economies.

2011 Projects

Getting Past Go

With support from the Lumina Foundation for Education, the Postsecondary Education and Workforce Development Institute worked closely with state leaders to develop new policies and strategies to transform remedial education at public postsecondary institutions into an effective strategy for increasing college completion rates.

Getting Past Go Project Outcomes

- ★ Provided direct assistance to more than 30 states in their efforts to transform remedial education policy and practice at their public postsecondary institutions.
- ★ Informed more than 1,500 policymakers and postsecondary leaders of the latest developments in remedial education reform through *The Rundown*, the Getting Past Go online newsletter.
- ★ Collaborated with Complete College America and Jobs for the Future to support state developmental education reform efforts by working with state policymakers and postsecondary leaders through their various policy workshops.
- ★ Provided customized technical assistance through workshops, presentations or technical support to Pennsylvania, Tennessee, Nevada, Louisiana, Indiana, and Massachusetts as they developed or implemented remedial education reforms in their states.
- ★ Maintained a comprehensive database of state and system remedial education policies.
- ★ Developed and managed customized online profiles for all 50 states that tracked state and system efforts to reform remedial education policy and practice.



Bruce Vandal moderates a panel discussion during the Getting Past Go remedial education workshop following the 2011 ECS National Forum on Education Policy.

Boosting College Completion for a New Workforce

With support from the Bill & Melinda Gates Foundation, the Institute provided support to more than 20 states and 30 state legislators through the Boosting College Completion for a New Economy Project. The project seeks to support the efforts of state legislators, particularly chairs of higher education committees, to develop policies that ensure efforts to increase college completion in their states are aligned with state economic and workforce needs.



Project Objective: Launch the Boost College Completion for a New Workforce Project.

2011 Outcomes:

- ★ Provided technical assistance to more than 30 legislators from more than 20 states on efforts to increase college completion.
- ★ Hosted 25 legislators at a workshop on college completion in December, 2011.
- ★ Made state visits to Arizona, Arkansas, Kentucky, Michigan, New Hampshire, New Mexico, North Dakota, Oklahoma, Pennsylvania, and Wisconsin.
- ★ Developed a state policy database that tracks legislative actions on college completion and workforce alignment across all 50 states.
- ★ Developed online profiles and customized data and policy profiles for more than 20 states. These profiles highlight current postsecondary completion and economic data to identify areas of needs in states and propose possible policy remedies that states should explore as they seek to both increase college completion and improve their state economies.



Hilary Pennington, Director of Education, Postsecondary Success and Special Initiatives for the Bill & Melinda Gates Foundation, set the stage for the 2011 ECS National Forum by describing the challenges to meeting college completion goals and workforce demands.

Lead Staff
Bruce Vandal
 303-299-3611
bvandal@ecs.org

Purpose and scope

Provide state policymakers and education leaders with high-caliber information to advance the quality of teaching and leadership. Subject areas include, but are not limited to:

- ★ Certification and licensure
- ★ Compensation and diversified pay systems
- ★ Teacher preparation, recruitment, and retention
- ★ Teacher and principal leadership
- ★ Professional development

Goals and Objectives

Collaborate with others to explore, create and disseminate new research, model policies, and innovative practices that will lead to greater levels of student learning

Outcomes

- ★ Provided leadership and raised awareness around the concept of “Pay for Performance” in *The Progress of Education Reform* (December 2011)
- ★ Assisted with data, research, and analysis—delivered customized TQL technical assistance, information, policies, and implementation strategies for state policymakers
- ★ Provided leadership and raised awareness in the preparation of the Events Summary and Recommendations generated at the National Summit on the Role of Education in Economic Development in Rural America (July 2011)
- ★ Contributed to the creation of a website devoted to Teacher Leader Model Standards, www.teacherleaderstandards.org
- ★ Played a major part in planning the 2011 ECS National Forum, the Academy for Governors’ Education Policy Advisors (GEPAs) in January, and the 2011 National Summit on the Role of Education in Economic Development in Rural America



Participants of the Teacher Leader Model Standards concurrent session at the 2011 National Forum.

Lead Staff:
Barbara Thompson
 303-299-3657
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The purpose of the ECS National Forum is to facilitate collaboration, the exchange of ideas among states, and long-range strategic thinking.

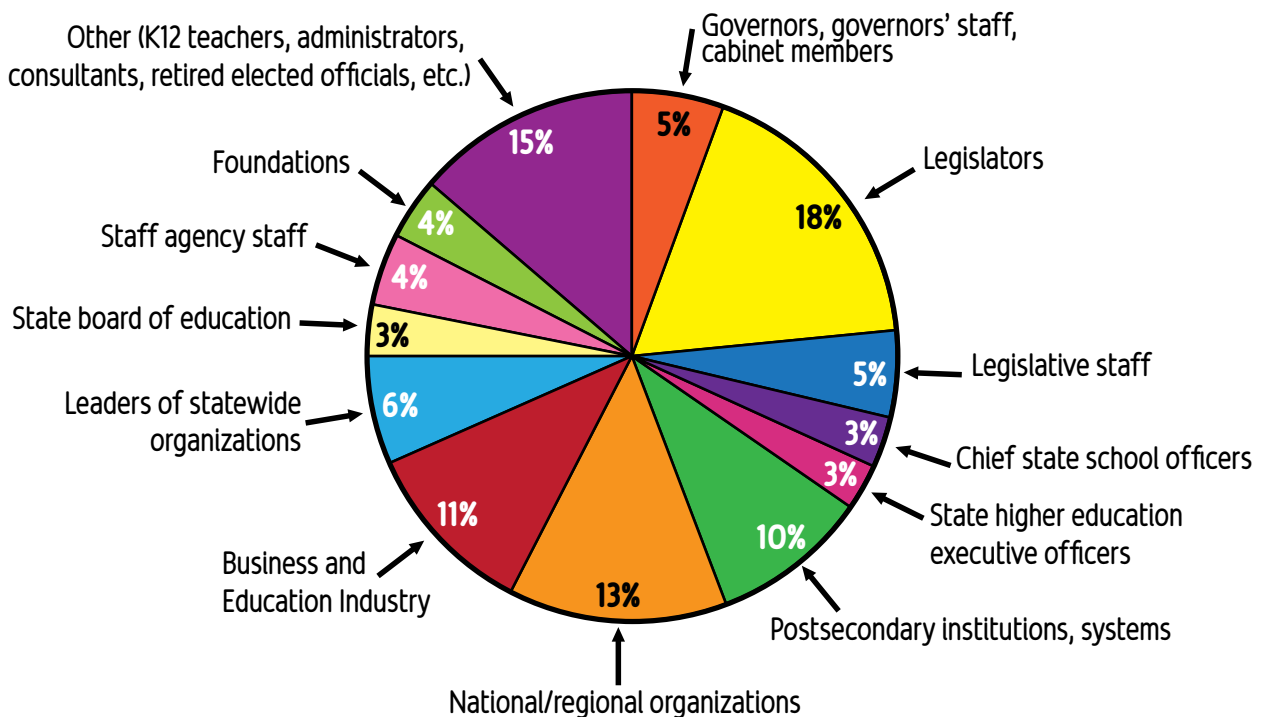
2011 Ecs National Forum On Education Policy

Denver, Colorado :: July 6-8, 2011

Boosting College Completion for a New Workforce was the theme for this year's Forum, but the meeting also focused on aligning education and workforce needs, and increasing the number of proficient readers leaving grade 3. With support from the AT&T Foundation, State Farm Insurance Companies, and Corinthian Colleges, the Forum attracted 48 state teams of commissioners and high-level policymakers from across the nation. Commissioner teams shared and learned about education policies and strategies that they could advance in their respective states. Chaired by Colorado Governor John Hickenlooper, the Forum featured more than 40 presentations and roundtables. Keynoters included Hilary Pennington, Temple Grandin, John Medina, Fredrick Hess, Ted Kolderie, Robert Corcoran, Robert Pondiscio, Tony Bennett, Hanna Skandera, and Colorado Senator Michael Johnston.



Breakdown of the 2011 National Forum Attendees



COMMENTS ABOUT THE 2011 FORUM

"I loved the action-packed information overload of the plenary sessions on day one. The speakers were fabulous, entertaining and filled with great ideas and expertise. You all knocked this one out of the ballpark!"

"I came away from every session thinking 'that was interesting,' even if I did not completely agree with the presenter's views. Also, as legislative staff, it gave me a good sense of what the up and coming issues are and where legislators may want additional information in the future."

"The opportunity to learn from some of the best minds in the country about the most pressing and timely issues in education policy."

"Chance to meet other educational leaders to exchange ideas, learn about new initiatives that I can apply to my work."

"Topics were very relevant!"

"It had the same high quality of presentations and information, so informative and thought-provoking, as always. This is a highlight of the year for me. Much to learn."

James Bryant Conant Award

Ted Kolderie

Co-founder of EducationEvolving

For leadership in developing and spreading the idea of a “chartered” sector in public education.

Conant Award winner Ted Kolderie accepting the award



Frank Newman Award for State Innovation

New England Secondary School Consortium

For providing a bold example of collaboration, expertise exchange and resource sharing across states, as well as its commitment to prioritizing 21st century skills, reducing persistent achievement gaps, improving the quality of secondary education and graduating every student prepared for life.



New England Secondary School Consortium receiving the 2011 Frank Newman Award for State Innovation

Corporate Award

ExxonMobil

For involvement in designing, developing and funding national and grassroots efforts to encourage more students to prepare for careers in science, technology, engineering, and math (STEM), and to prepare teachers to teach STEM effectively.

ExxonMobil



ExxonMobil receiving the 2011 ECS Corporate Award

Academy for Governors' Education Policy Advisors (GEPAs)

Denver, Colorado :: January 21-22, 2011

Governors' education policy advisors attended the academy to learn from their current and former peers about the inner workings of executive offices, how to maximize relationships with legislative leaders and staff, how to network with other GEPAs, and about important education issues facing states in 2011. Key presenters included Colorado Lt. Governor Joe Garcia, former Colorado GEPA Matt Gianneschi, Colorado State Senator Michael Johnston, and several ECS policy staff.

National Service-Learning Conference

Atlanta, Georgia :: April 2011

NCLC board members Stephen Hefner and Assemblywoman Barbara Clark joined Kathy Havens Payne, State Farm Senior Director for Education Leadership, and Scott Richardson, coordinator for the Corporation for the National and Community Service Learn & Serve Program, for an Administrator's Series panel discussion on *Civic Engagement through Service-Learning*. NCLC Project Leader Paul Baumann presented a session that focused on a review of state-level service-learning policies. The session, *Working to Strengthen Education Policy at the State Level*, used an in-progress NCLC scan of states' service-learning policies to show that state-level support of service-learning has grown significantly since the 2001 NCLC service-learning policy scan.

Stephen Hefner, NCLC Board Chair, co-presented an Administrator's Series workshop on "District-Wide Implementation" with staff of his former school district at Richland School District 2 (Columbia, South Carolina). Citing the work of NCLC, this session offered strategies to move fragmented service-learning efforts to a more strategic, coordinated school or district-wide initiative.

Transforming Remediation to Increase College Completion Webinar

April 5, 2011

The webinar covered key issues in remedial and developmental education and provided prospective grantees with a background of three promising strategies aligned with the CCA request for proposals.

National Summit on the Role of Education in Economic Development in Rural America

Washington, D.C. :: May 4, 2011

The Summit was a collaborative effort by ECS, the U. S. Department of Education, and the U. S. Department of Agriculture. Sponsors were AT&T, Archer Daniels Midland, and the National Education Association. With more than 130 participants from over 30 states, the event resulted in federal and state-and-local recommendations concerning rural infrastructure, flexibility in implementing rural improvement strategies, and lack of job opportunities in rural America.



Schools of Success Showcase

Nashville, Tennessee :: May 4-6, 2011

Staff of ECS' National Center for Learning and Citizenship hosted the Schools of Success Showcase. The Showcase highlighted the work of 17 grant-funded members of the Schools of Success Network.

Measuring Return on Investment in Higher Education Webinar

May 12, 2011

Hosted by ECS' Bruce Vandal and NCHEMS' Patrick Kelly, the webinar explored how states can measure the impact of their postsecondary investments and use data to make informed policy decisions. By considering current postsecondary capacity and future workforce projections, state policymakers can develop policies and strategies to meet current and projected needs.

Reaping Reward from Readiness P-20 (pre-National Forum workshop)

Denver, Colorado :: July 6, 2011

This two-part workshop looked in depth at the “P” part of P-20. In the first half, participants learned about the Colorado story and gained insights from experts on how policy can enhance deeper learning across P-3. Speakers included: Virginia Maloney, Director, Marsico Institute for Early Learning and Literacy at the University of Denver; Barbara O’Brien, Senior Fellow at the Piton Foundation; Diane Price, President and CEO, Early Connections Learning Centers of Colorado; and Gerrit Westervelt, Executive Director, The BUILD Initiative, Colorado. Part two of the workshop focused on the importance of intellectual goals in the early years, putting them in the context of academic skills, and the role of play in early development. The featured speaker was Lillian Katz, Professor Emerita, University of Illinois at Urbana-Champaign.

Leveraging State Investments in Remedial Education Workshop (post-National Forum workshop)

Denver, Colorado :: July 11, 2011

The workshop brought together state policymakers and experts to showcase the best state postsecondary system strategies for leveraging remedial education investments to increase college success.

Turning Around Failure for Severely Underprepared Students Online Jam

August 4, 2011

Hosted by ECS’ Getting Past Go project, the jam addressed the needs of students who are placed into remedial courses two to three levels below the introductory college course. Participants offered their opinions on how to define the size of this population and how to implement strategies that improve the odds of these students completing a postsecondary credential.

ECS Commissioners Meeting

Denver, Colorado :: December 7-8, 2011

The 2011 ECS Commissioners meeting provided a look ahead on issues from pre-K to postsecondary. Presenters shared some eye-opening statistics on the evolution of jobs and gaps in the skills of graduates and other potential employees. Participants also heard about the need to invest in civic engagement and ensure that youngest children transition to and succeed in the earliest grades.



Agriculture Secretary Tom Vilsack and Education Secretary Arne Duncan at the 2011 ECS Rural Summit, May 4, 2011.

The Education Commission of the States would like to thank the following yearlong corporate partners for their generous contributions to ECS and the National Forum.



FINANCIAL REPORT: 2011 SUMMARY

ECS Statement of Financial Position for year ending Dec. 31, 2011

ASSETS	2011	
CURRENT ASSETS		
Cash and cash equivalents	\$ 6,203,445	
Grants and contracts receivable	108,067	
Other accounts receivable	826	
Prepaid expenses	104,277	
TOTAL CURRENT ASSETS	\$ 6,416,615	
PROPERTY AND EQUIPMENT, at cost, less accumulated depreciation and amortization		
OTHER ASSETS		184,942
Investments	14,501	
TOTAL ASSETS	\$ 6,616,058	
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable	\$ 84,422	
Accrued liabilities		
Vacation	97,335	
Payroll and benefits	105,358	
Other	75,562	
Deferred revenue	2,378,132	
TOTAL CURRENT LIABILITIES	2,740,809	
TOTAL LIABILITIES	\$ 2,740,809	
NET ASSETS		
NET ASSETS		
Invested in capital assets	\$ 184,942	
Unrestricted	3,690,307	
TOTAL NET ASSETS	\$ 3,875,249	

FINANCIAL REPORT: 2011 SUMMARY

ECS Statement of Financial Position for year ending Dec. 31, 2011

OPERATING REVENUES

Grants and contracts	
Foundation funding.....	\$ 861,784
Federal funding.....	563,429
Contract funding.....	28,115
State fees.....	2,513,188
Registration fees and corporate sponsorships.....	490,000
Publications and subscriptions.....	629
Other.....	192,988
	<hr/>
TOTAL OPERATING REVENUES.....	\$ 4,650,133

OPERATING EXPENSES

Pre-K-16 policy studies.....	\$ 1,629,339
Information clearinghouse.....	450,845
State services.....	578,641
Executive/administration.....	1,262,338
	<hr/>
TOTAL OPERATING EXPENSES.....	\$ 3,921,163
OPERATING INCOME.....	\$ 728,970

NONOPERATING REVENUES (EXPENSES)

Net realized/unrealized gain on investments.....	\$ 21,807
Interest and dividends.....	10,735
	<hr/>
TOTAL NONOPERATING REVENUES (EXPENSES).....	32,542
CHANGE IN NET ASSETS.....	761,512
NET ASSETS, BEGINNING OF PERIOD.....	3,113,737
NET ASSETS, END OF PERIOD.....	\$ 3,875,249

New Grants – 12-Month Period

GE Foundation
 State Farm Companies Foundation
 Lumina Foundation for Education

Activity

The Progress of Education Reform Plus
 Service-Learning Leadership
 Developmental Education (Getting Past Go)

New Contracts – 12-Month Period

Picus & Associates

Activity

State Funding Research

Continuing Grants/Contracts

CNCS Learn and Serve America
 GE Foundation
 PEW Charitable Trust
 WICHE Consultant Agreement
 The Bill & Melinda Gates Foundation
 Lumina Foundation for Education
 National Center on Time and Learning

Activity

Service-Learning
 The Progress of Education Reform Plus
 Early Learning
 Evaluation of Multi-State Data Exchange Project
 College Completion
 Developmental Education
 State Policy Trends K-12



Representative James Roebuck, Secretary Joseph U. Meyer, Governor John Hickenlooper, and Dr. Allen Sessoms at the 2011 ECS National Forum.