

2014

ANNUAL REPORT



Education Commission
of the States

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PRESIDENT'S LETTER

Dear Education Commission of the States' Commissioners, education policymakers and friends,

Almost 50 years ago, an interstate compact known as the Education Commission of the States was created to help states work together to improve education policy and policymaking. The rationale for the formation of the Education Commission of the States in 1965 remains fundamental to our existence today.

While many states feel like their education policy challenges are unique, their issues are often common. In most cases, at least one state already has addressed specific education issues through effective policy. By sharing the facts on what has worked and what has not, states can learn from the successes and failures of others.

Good education policy comes from this type of collaboration across all state education leaders, from governors to school administrators, from both political parties. When education leaders have opportunities to work together and learn from one another within a state, across states and across the aisle, they create better policy and better education systems for students.

The function Education Commission of the States serves today is more important than ever. Not only is education more complex than it was 50 years ago, but today's jobs demand higher quality and higher levels of education. As states work to better support students' education, they rely on the services we provide.

Here is just a small sample of how we supported education policy leaders in 2014:

- ★ Our policy experts responded to more than 500 requests for information, on topics ranging from early learning and English language learners to school finance and teacher quality.
- ★ We provided legislators, governors' offices, state education agencies and national media with clear and thorough analysis of important policies, always within 24 hours.
- ★ Our staff made well over 100 visits to more than 35 states for legislative hearings, conference presentations and meetings with education stakeholders.
- ★ We offered an opportunity to network with more than 500 of your peers at our 2014 National Forum on Education Policy in our nation's capital.

2014 was a great year for the Education Commission of the States; we grew as an organization and certainly expanded our support to state education leaders. We are excited to celebrate our 50th anniversary in 2015 and continue to support better education policy of for all students in all states.

Call us anytime and let us know how we can support you!



Jeremy Anderson
President, Education Commission of the States



CHAIR'S LETTER

Dear Friends,

Education is an essential pillar for any great nation, and I have always believed we should give students – from preschool to postsecondary – the best education possible. I believe this so strongly that I made education my top priority for my second term as the Governor of Nevada.

We must do better for our students if we are going to be able to meet our workforce demands. This is not always easy and we all know hard decisions need to be made about where to spend our limited resources. In my own state of Nevada, we are determined that every 3rd-grader has the ability to read at grade level, that daylong kindergarten is available for all of our youngest learners, that class sizes are smaller and that resources are available to help the tens of thousands of students who are English learners.

In my first year as chair of Education Commission of the States, I learned so much about the vast resources and expertise available through our relationship. Working with Education Commission of the States helped me make more informed education policy decisions. It is important to point out that the expert counsel I've benefited from is open to *all* education policymakers, across the nation and across political parties. Partnering with Education Commission of the States means that you have the information, support and clarity to lead education policy decisions in your state.

There are many organizations doing good work on education issues, but I have come to rely on the unbiased and in-depth information that Education Commission of the States provides. I encourage each of you to tap its experts and take full advantage of the wealth of information they offer in early learning, K-12, higher education and the workforce.

You will find an impressive array of accomplishments in this report and, as you read, you might discover a service that can help you develop better policies for your state. You might learn about a database or report that can help you better understand a particular issue. With a 50-year track record of excellence, Education Commission of the States is your trusted and invested partner for all things education.

It has been a remarkable year. Now let's make 2015 even better for our kids and every student in every classroom.



Brian Sandoval
Governor, State of Nevada
2013-15 ECS Chair



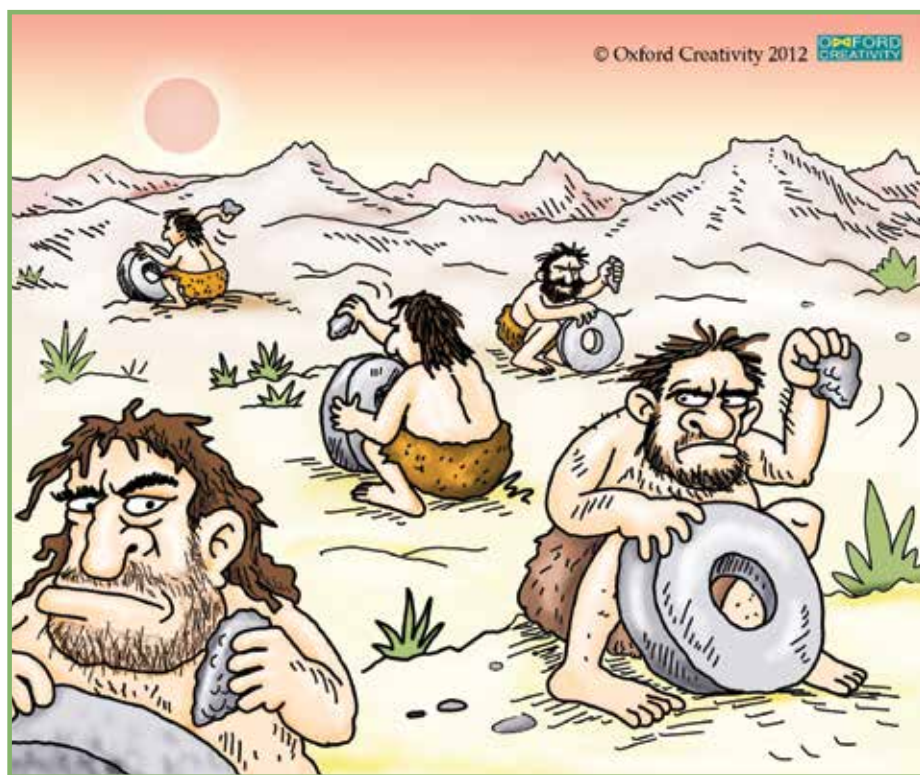
WHAT IS ECS?

The Education Commission of the States was created by states, for states, in 1965. We track state policy trends, translate academic research, provide unbiased advice and create opportunities for state leaders to learn from one another.

What sets us apart:

- ★ We don't take sides. We're not an advocacy organization.
- ★ We are non-partisan. By law, our chair alternates between Democratic and Republican governors every two years. We provide a platform for meaningful dialogue wherever you stand.
- ★ We cover the P-20 spectrum. We work with policymakers, researchers and practitioners at all levels of education, from pre-K to postsecondary and beyond.
- ★ We cross silos in governance. ECS is the only state-focused national organization to bring together governors, state legislators, K-12 and higher education department chiefs, and other education leaders.

ECS keeps states from recreating the wheel.



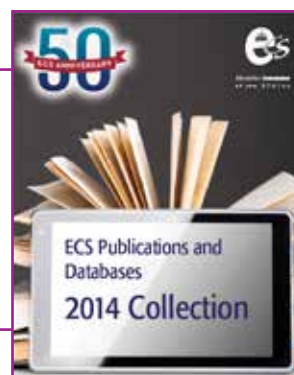
“The Education Commission (of the States) ... enables states to do together what they could not do near so well alone.”

North Carolina Gov. Terry Sanford, 1966

2014 ECS Products

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

www.ecs.org/2014ECSPubs.pdf



EDUCATION COMMISSION OF THE STATES

WHO DID WE WORK WITH?



ECS is the only national organization to work with the full spectrum of state education leaders, because collaboration builds good education policy.

GOVERNORS AND STATE LEGISLATORS
CHIEF STATE SCHOOL OFFICERS
STATE BOARD MEMBERS
HIGHER EDUCATION OFFICIALS
BUSINESS LEADERS
ADMINISTRATORS AND TEACHERS

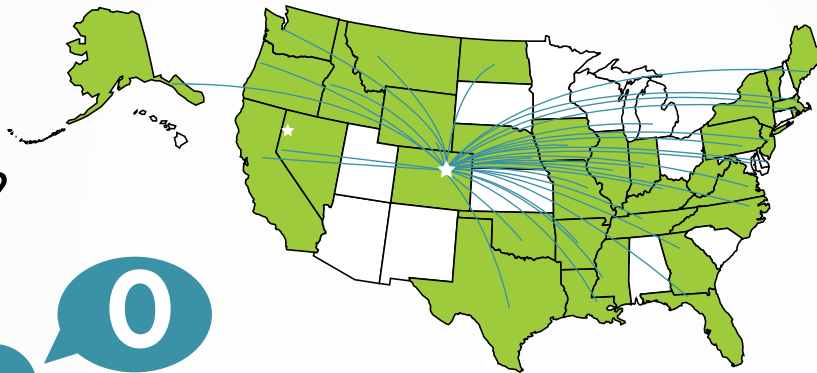
329

Commissioners represented their state or territory.

542

State lawmakers, education leaders, teachers and others from all 50 states and two territories attended the 2014 National Forum on Education Policy in Washington D.C.

WHERE DID WE WORK?



35

STATES VISITED BY ECS STAFF IN 2014



NUMBER OF TIMES WE TURNED DOWN A REQUEST TO PROVIDE IN-PERSON LEGISLATIVE TESTIMONY

HOW DID WE WORK FOR YOU?

The ECS website is the nation's most extensive clearinghouse on state education policy. We track and analyze state policy to identify emerging trends and uncover innovative approaches. We provide customized technical assistance and answer your questions through our information hotline.

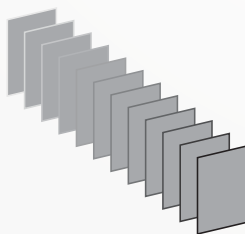


HOW SOON WE ANSWER MOST QUESTIONS

2,197

Policies

added to the ECS STATE POLICY DATABASE



48

High-quality academic studies summarized and added to the ECS Research Studies

DATABASE

643

Reports and links added to our website



EDUCATION COMMISSION OF THE STATES

WHAT ISSUES DID WE WORK ON?

ECS tackles all issues from pre-K to college and the workforce, because education is an interconnected system. Here are some findings from our most popular reports and databases released last year:

Early learning primer highlighting effective strategies to support children on their path to third-grade academic success.



A state civic education framework guiding policymakers' thinking on strategies to prepare students for college, career and civic life.

Report and 50-state database focusing on meaningful school accountability systems.

MOST POPULAR ON WWW.ECS.ORG

MOST DOWNLOADED REPORT

How do states vary on the number of instructional days and hours in the school year?

MOST VISITED ISSUE PAGE

Closing the achievement gap

MOST POPULAR ECS DATABASE

Kindergarten Entrance Age

Most asked question from the 525 info requests to our Clearinghouse in 2014:

How do states fund programs for at-risk, English learner and special education students?

2014 PUBLICATIONS & DATABASES

GENERAL

Governors' top education issues: State of the States 2014

An analysis of 2014 state-of-the-state addresses shows education continues to be a top priority with the nation's governors, with proposals ranging from expanding preschool to restoring K-12 funding to freezing tuition rates. (Jennifer Thomsen, March 2014)

How does education in my state compare? What every governor or other elected official needs to know

This report serves as a quick reference guide for elected officials to compare key education policies and data in their states to the rest of the nation. (Julie Rowland, November 2014)

EARLY LEARNING

State pre-K funding – 2013-14 fiscal year

This report provides a comprehensive look at national, state-to-state and specific state examples for pre-K funding. (Bruce Atchison, Emily Workman, Michael Griffith, January 2014)

Initiatives from preschool to third grade:

A policymaker's guide

This comprehensive reference guide addresses effective strategies to support children on their path to third-grade academic success and details the foundations of effective P-3 approaches. (Sarah Daily, with Bruce Atchison and Emily Workman, October 2014)

ELEMENTARY AND SECONDARY EDUCATION

ACCOUNTABILITY / REPORT CARDS

Rating states, grading schools: What parents and experts say states should consider to make school accountability systems meaningful

This report helps policymakers create accessible, useful and effective school accountability systems. It shows that it takes more than a letter grade to be transparent. (Marga Mikulecky and Kathy Christie, May 2014)

States moving from accreditation to accountability

This report explores state school accreditation policies and the move from state-administered accreditation systems to outcomes-focused state accountability programs. (Micah Ann Wixom, June 2014)

State exemplars of school accountability 'report cards'

The profiles provided in this report link to exemplars of school accountability "report cards" from nine states and the District of Columbia. What you will find: a main report card page with school and district reports, a sample elementary report and a sample high school report. (Kathy Christie, July 2014)

ASSESSMENTS AND STANDARDS

States and the (not so) new standards – where are they now?

This report captures a snapshot of where states currently stand in regard to the Common Core State Standards, including a sampling of legislative activity and executive branch action. (Kathy Christie and Tonette Salazar, September 2014)

50 ways to test: State summative assessments for 2014-15

This document provides a high-level overview of the two testing consortia and federal testing requirements. The comprehensive chart that follows provides a snapshot of which assessments are planned in all 50 states and Washington, D.C., for the 2014-15 academic year. (Tonette Salazar, November 2014)

State standard-setting processes in brief

This brief describes state standard-setting processes and provides profiles of eight states' standard-setting and review processes, as well as the measures used by those states to validate their standards. (Jennifer Thomsen, December 2014)

CHARTER SCHOOLS

Trends in state charter school laws: Authorizers, caps, performance-based closures and virtual schools

ECS reviewed laws in the 50 states to create this report highlighting how state charter school laws vary, particularly in how states establish standards and accountability for charter school authorizers. (Kathy Christie, Jennifer Thomsen, Micah Ann Wixom and Maria Millard, July 2014)

LITERACY

Third-grade reading policies: Spelling it out – policies directed at ensuring early reading success

This comprehensive look at third-grade reading policies will assist education policymakers as they look to improve early reading success for all students. (Emily Workman, December 2014)

OTHER

States grapple with autism's rising tide

This report highlights some of what states are doing to address the issue of Autism Spectrum Disorders, including how they have formed task forces, created pilot programs, and launched resource and support services. (Carol Kreck, February 2014)

2014 PUBLICATIONS & DATABASES

Later school start times in adolescence: Time for change

This brief summarizes the latest research and policy options on school start times. (Paul Kelley, Ph.D., University of Oxford's Sleep and Circadian Neuroscience Institute; Clark Lee, J.D., Center for Health and Homeland Security at the University of Maryland, May 2014)

Trends in teacher tenure: Teacher performance plays growing role in employment decisions

This report provides a synopsis of how teacher tenure laws are changing across the country. (Jennifer Thomsen, May 2014)

Number of instructional days/hours in the school year

This report lists the minimum number of instructional days/hours in a school year and the start dates prescribed by law, where specified. (Julie Rowland, October 2014)

STEM challenges and solutions in the hinterlands

This report discusses the nuances of teaching STEM — science, technology, engineering and math — in remote rural areas. (Carol Kreck, November 2014)

Learning English in rural America

This report explores the best way to teach English language learners (ELLs) — students whose primary language is other than English — in rural communities. (Carol Kreck, November 2014)

SAFETY AND WELLNESS

States pass diverse slate of mental health legislation in 2013

This report provides summaries of 17 bills from 13 states that illustrate the diversity of mental health-related legislation passed in 2013 legislative sessions. In addition, it highlights other ECS resources related to mental health and suicide prevention. (Jennifer Thomsen, February 2014)

States respond to school safety concerns with 2013 legislation

ECS conducted a scan of school safety-related laws passed in 2013 legislative sessions to better understand trends in policy. This report highlights the ongoing efforts of lawmakers to provide students with safe places to learn. (Micah Ann Wixom, February 2014)

States address concerns about concussions in youth sports

This report provides a synopsis of how the 50 states respond to concerns about concussions in youth sports. (Carol Kreck, March 2014)

DUAL ENROLLMENT

Increasing student success in dual enrollment programs: 13 model state-level policy components

ECS identified 13 model state-level policy components that may increase student participation and success in dual

enrollment programs. Examples of state laws containing these components are incorporated throughout this report. (Jennifer Dounay Zinth, February 2014)

CTE dual enrollment: A strategy for college completion and workforce investment

This report dives into the state policy components for dual enrollment programs with a career and technical education (CTE) focus. (Jennifer Dounay Zinth, March 2014)

Dual enrollment: A strategy to improve college-going and college completion among rural students

This report discusses how states are rising to the challenge of providing high-quality dual enrollment programs. (Jennifer Dounay Zinth, June 2014)

POSTSECONDARY

Developmental strategies for college readiness and success

ECS and the Southern Regional Education Board collaborated on a resource guide describing efforts in 25 states to reduce the need for college remediation. (Mary Fulton, April 2014)

Students on the move: How states are responding to increasing mobility among postsecondary students

For this report, ECS reviewed transfer and articulation policies in the 50 states to get a sense of how policymakers are responding in law to these changes. (Maria Millard, May 2014)

A cure for remedial reporting chaos

This paper reviews state-level practices that identify, track and regularly report the numbers of students identified for remedial instruction. (Matt Gianneschi and Mary Fulton, June 2014)

Open-source textbooks can help reduce the cost of college

This brief focuses on state initiatives that advance the use of Open Education Resources specifically as a strategy to reduce textbook costs at the postsecondary level. (Maria Millard, September 2014)

Blueprint for college readiness: A 50-state policy analysis

ECS launched the Blueprint for College Readiness initiative to provide guidance and support to the growing number of states working to improve student success and transition from high school into postsecondary. The Blueprint features a menu of 10 critical policies promoting college readiness and success, as well as 50-state analysis exploring the extent to which states are pursuing these policies. (Emmy Glancy, Mary Fulton, Lexi Anderson, Jennifer Dounay Zinth and Maria Millard, October 2014)

2014 PUBLICATIONS & DATABASES

Trends in state financial aid: Actions from the 2013 and 2014 legislative sessions

States take a wide variety of approaches in making investments in postsecondary financial aid. This report reviews several trends in state financial aid programs enacted through state legislatures in the 2013 and 2014 sessions. (Sarah Pingel, November 2014)

Strengthening student transitions

As part of the Blueprint for College Readiness initiative, this brief looks at state policies aimed at advancing transitions from K-12 to postsecondary education and includes state-specific examples of various policies. (Staff, December 2014)

CIVIC EDUCATION AND SERVICE-LEARNING

Six proven practices for effective civic learning

The purpose of this guidebook is to serve as a resource – a what’s next? – for teachers, administrators, policymakers and other education leaders who want to put the “Six Proven Practices of Effective Civic Learning” in place but are not sure how to begin. (Lisa Guilfoile, Brady Delander, January 2014)

State policies on service-learning

This policy scan was conducted to determine the degree to which service-learning has been institutionalized in the states. (Jennifer Thomsen, January 2014)

Service-learning may influence attendance, performance

This brief looks at the relationships between students’ participation in service-learning and academic performance and school attendance. (Paul Baumann, March 2014)

Florida and Tennessee: Accountability in civic education

This report provides a brief overview of the diverse approaches Tennessee and Florida take regarding accountability in civic education. (Brady Delander, April 2014)

States address civics with mandated task forces

A number of states, including Illinois, Massachusetts and Virginia, are using task forces to study potential improvements in civic education. This is part of a series of papers examining state approaches to civic education. (Brady Delander, May 2014)

Advancing civic learning with administrative accountability

This brief looks at the ways some state officials – including superintendents of public education and chief justices – have used their authority to more quickly advance civics education initiatives and programs without legislation. (Brady Delander and Maria Millard, May 2014)

Florida and Illinois: Civics initiatives, no law required

This report discusses how two states, Illinois and Florida, have made significant efforts – without legislation – to create a network of academic institutions committed to providing students with opportunities to gain the skills necessary to be effective participants in a democracy. (Maria Millard, June 2014)

Secretaries of state make impact, lasting impression in civics

This report covers the many roles secretaries of state play in civic learning and engagement. (Brady Delander and Maria Millard, June 2014)

Different paths to a common goal: Preparing students for civic life

This report highlights the variety of paths that have been employed around the country to reach the common goal of successful policy for civic engagement. (Brady Delander and Maria Millard, June 2014)

State civic education policy framework: A guide for policymakers

This report is intended to guide state policymakers as they address the complexities of preparing students for college, career and civic life. It allows for adaptation to state- and site-specific circumstances and may be adopted in whole or in piecemeal fashion, according to states’ individual circumstances. (Paul Baumann, Maria Millard, Leslie Hamdorf, November 2014)

THE PROGRESS OF EDUCATION REFORM

The Progress of Education Reform highlights a key education topic and includes a brief history, impact the topic has had, current trends and a summary of key findings from recent research.

Funding virtual charter schools

This issue outlines the key differences of virtual charter schools and explores how states can change their funding systems to address the needs of this new type of public education. (Michael Griffith, February 2014)

Career and technical education

This issue explores career and technical education (CTE) programs, including related policy actions, legislation, state board rules and executive actions. (Jennifer Dounay Zinth, April 2014)

Science in the early years

This issue dives into the benefits of including a strong science curriculum in the early years and includes recommendations for policymakers. (Kimberly Brenneman, National Institute for Early Education Research at Rutgers University, June 2014)

2014 PUBLICATIONS & DATABASES

A hidden cause of rising tuition

This issue examines tuition discounting, the practice of awarding targeted financial incentives to students, usually in the form of merit awards or needs-based grants. Specific attention is focused on the impact state-legislated tuition caps can have on the practice.

(Sarah Pingel and Matt Gianneschi, August 2014)

Effectiveness-focused teacher preparation

This issue explores why obtaining meaningful information on how well teacher-preparation programs are preparing our nation's teachers remains such a challenge. Moving in the direction of effectiveness-focused preparation is presented as an effective strategy and one that a number of states already have initiated. (Kathy Christie, October 2014)

College counseling in high schools – advising state policy

This issue explores recent research on approaches correlated with increased postsecondary enrollment and promising state approaches for college counseling and why state approaches to college advising may not be assisting to achieve state set college-going rates.

(Jennifer Dounay Zinth, December 2014)

DATABASES CREATED OR UPDATED IN 2014

Education Commission of the States conducts legislative and statutory scans to compile 50-state databases on a number of key education policies, maintains a state policy database of all enacted preschool through high school education legislation and another database of pending and enacted postsecondary legislation – the Strategy Labs project.

Blueprint for college readiness

The Blueprint database accompanies the Blueprint report card and features a menu of 10 critical policies promoting college readiness and success. It includes four high school policies, four postsecondary policies and two “bridge” policies that impact both stakeholders.

Charter schools

This database highlights how state charter school laws vary, specifically highlighting policies governing charter school accountability, authorizing, autonomy, finance and teachers.

Kindergarten

Everything you ever wanted to know about state kindergarten policies, such as entrance ages (cut-off dates), whether kindergarten attendance is required, how many hours or days of instruction are required, whether readiness assessments are required – and more.

Service-learning and community service

The National Center for Learning and Civic Engagement developed a database of state policies to support K-12 service-learning.

State policy

Education Commission of the States has maintained a state policy database of enacted legislation pertaining to preschool through postsecondary education issues for 15 years.

State school accountability ‘report cards’

This online database highlights trends in state-level school accountability systems, such as the use of school or district “report cards” and other measures aimed at informing parents about their children's schools.

Strategy Labs project

Education Commission of the States serves as the state policy partner for Lumina Foundation's State Strategy Labs project, which focuses on policies and practices to increase educational attainment. As part of this project, Education Commission of the States works to identify and make available recently enacted and pending legislation and higher education policies that promote educational attainment and workforce readiness.

Teacher tenure

This database of laws related to K-12 teacher tenure or non-probationary status can be used to generate profiles of teacher tenure policies in individual states and to view 50-state reports.

HOW ECS SERVED YOU IN 2014

In 2014, Education Commission of the States supported state policymakers in a number of ways.

We offered expertise and customized technical assistance on challenging issues.

Throughout its 49-year history, Education Commission of the States has served state education policymakers by assisting with research and technical assistance as states formulate policies and practices that meet state education policy goals.

- ★ As one of the few organizations with deep school finance expertise, Education Commission of the States staff personally visited eight states in 2014 to provide expertise on school funding formulas and assisted 20 other states via phone and/or e-mail.
- ★ Our Early Learning Institute published a reference guide for policymakers and their staff on the most commonly requested policy topics from preschool through 3rd grade. The guide serves as an early learning primer and includes effective strategies and foundations for effective approaches.
- ★ Our High School Policy Institute continued to support states with dual enrollment policies, including participation in multiple meetings, webinars, video conferences and providing both a gap analysis and an in-person presentation for Kentucky.
- ★ We provided support to several states grappling with decisions on new state assessments, opt-out policies and the impact on federal waivers.
- ★ Our postsecondary staff facilitated an 11-state convening of policy teams that included K-12 and higher education officials, focused on improving college readiness for all students. The overarching goal was to help states develop action plans to ensure that significantly more students are prepared for postsecondary education, complete entry-level college courses and persist toward credential completion.
- ★ Our staff responded to more than 525 requests for research from our constituents and the media on dozens of issues covering the preschool-to-postsecondary spectrum, ranging from kindergarten entrance ages to financial aid for college students. Responses are typically provided within 24 hours and include the latest research and information pertaining to legislation recently enacted.

We helped state policymakers and education leaders learn from one another and connect with the latest thinking from experts.

The best ideas come from collaboration, networking and sharing of best practices. Through our unique meetings that bring together *all* the players – governors, legislators, agency officials, higher education executives, business leaders and other education leaders – we accelerated improvements in education across the country.

- ★ We gathered civic education leaders from 22 states, in conjunction with the Campaign for the Civic Mission of Schools and the National Council for Social Studies, and provided them the rare opportunity to share their experiences, learn from each other and create a plan of action for their respective states.
- ★ We convened our Early Learning Caucus at the National Forum on Education Policy, where they outlined a plan to ensure Education Commission of the States' early learning work is relevant and useful for policymakers.

HOW ECS SERVED YOU IN 2014

We provided a comprehensive, national perspective on state education policies.

From our 50-state legislative scans to policy briefs to more in-depth custom reports, we gave policymakers the context for what is happening in education policy so they know where their state stands.

- ★ In response to ongoing state policy actions related to the Common Core State Standards — from attempts to repeal the standards to adoptions of new, aligned assessments — as well as an increasing number of inquiries from our key constituents, we published several reports, including *States and the (not so) New Standards: Where are they Now?*, *50 Ways to Test: A Look at State Summative Assessments for 2014-15* and *State Standard-Setting Processes in Brief*.
- ★ With guidance from civic education leaders from across the country, the National Center for Learning and Civic Engagement developed the State Civic Education Policy Framework. This paper draws heavily on existing research, knowledge of best practice and policy proposals to provide a concise guide for state education leaders. This effort is intended to provide direction to state policymakers as they address the complexities of preparing students for college, career and civic life.
- ★ In response to increased interest, we published multiple policy briefs on the issue of early learning, including *State Pre-K Funding: 2013-14 Fiscal Year* and *Initiatives from Preschool to Third Grade: A Policymaker's Guide*. These publications helped provide solid analyses on trends and best practices in early learning across the states.
- ★ We released the *Blueprint for College Readiness* initiative to serve as a framework to assist K-12 and higher education leaders collaborate to build an aligned education pipeline and improve student outcomes. This work includes assessing the policy environment for 50-states across 10 critical policies that promote college readiness and success. Technical assistance, customized reports and the online database are designed to respond to the unique needs of states and identify opportunities for learning.

Our website provides anywhere, anytime access to the most comprehensive set of education policy resources in the nation.

We persistently stay on top of state laws and executive orders related to education. We love to scour budget omnibus bills for any mention of education. We enjoy reading academic studies and pulling out the important implications for public policy. We do this so policymakers don't have to.

- ★ We added 2,197 new changes in state education policies from last year to the ECS State Education Policy Database, one of ECS' signature products. This database, updated each week, allows users to read bill summaries, find bill links and view trends in state policy enactments by state, by topic and by year. Policies in the database cover the spectrum from early learning through postsecondary and workforce development. More than 43,000 state policies have been catalogued since the 1990s.
- ★ We translated 48 new research studies and added them to the ECS Research Studies database. This database provides policymakers and their staff with bulleted, jargon-free summaries of findings, as well as recommendations and policy implications of high-quality academic studies. No other education policy organization in America provides this service.
- ★ We identified policy gaps on hot topics through our 50-state databases. For example, our database on policies related to state school accountability "report cards" includes key policy components states use to measure school performance, the information and metrics schools must report to the public on their school report cards, and the type of system used to rate the schools.
- ★ We produced several newsletters, including our daily e-Clips, which keeps policymakers connected to the latest in education news, and our weekly e-Connection, which features the latest academic research. We also distributed monthly newsletters on the issues of pre-K and civics education, along with a monthly newsletter for legislative education staff.

WHO WE ARE

President: Jeremy Anderson

(303.299.3624 or janderson@ecs.org)

Information Clearinghouse

Main line: 303.299.3675

Co-Director: Kathy Christie

Vice President of Information/Knowledge Management

Co-Director: Jennifer Dounay Zinth

(303.299.3689 or jdounay@ecs.org)

The ECS Information Clearinghouse is one of the nation's most complete education policy resources. Addressing issues across the P-20 spectrum, staff track and enter policies into our publicly accessible database, synthesize state policies into a 50-state landscape, translate quality education research studies into a reader-friendly format, respond to requests for information from policymakers, citizens and the media, and surface critical and emerging issues across states. Clearinghouse staff also maintain content on the ECS website.

Early Learning and P-3 Institute

Director: Bruce Atchison

(303.299.3657 or batchison@ecs.org)

The Early Learning Institute works to increase policymakers' understanding of early childhood education issues, identify and share innovative ideas and policies, and disseminate best practices backed by solid research and data. In collaboration with the Early Learning Caucus, staff updated ECS' kindergarten database, increased the number of publications focused on early learning, provided technical assistance to states and gave presentations on P-3 at ECS and other convenings.

National Center for Learning and Civic Engagement (NCLCE)

Director: Paul Baumann, Ph.D.

(303.299.3608 or pbaumann@ecs.org)



The National Center for Learning and Civic Engagement helps policymakers and education leaders improve civic learning and engagement opportunities for all students. Under the direction of an expert board, staff disseminate current research, best practices and policy development tools that support the revitalization of the civic mission of schools.

Postsecondary Education and Workforce Development Institute

Director: Brian Sponsler, Ph.D.

(303.299.3615 or bsponsler@ecs.org)

The Postsecondary Education and Workforce Development Institute supports state policymakers and department staff in identifying promising practices and informing implementation efforts on issues such as college and career readiness, remedial reform, financial aid, finance, and transfer and articulation. Staff are routinely called upon to comment or testify on new policy initiatives, provide information about national policy trends and state innovations, and develop recommendations about strategies states might consider.

EXECUTIVE & STANDING COMMITTEES

EXECUTIVE COMMITTEE

CHAIR, 2013-15



Brian Sandoval
Governor
State of Nevada

VICE CHAIR



Roy Takumi
Chair, House Education Committee
Hawaii House of Representatives

TREASURER



Melody Schopp
Secretary of Education
South Dakota

IMMEDIATE PAST CHAIR



John Hickenlooper
Governor
State of Colorado



Rae Ann Kelsch
Former State Representative
North Dakota



Joseph U. Meyer
Former Secretary
Kentucky Education and
Workforce Development Cabinet



Luther Olsen
Chair, Senate
Education Committee
Wisconsin Senate



Patricia Wright
Superintendent of
Public Instruction
Virginia Department of
Education



Ben Cannon
Executive Director
Oregon Higher Education
Coordinating Committee

FINANCE COMMITTEE

COMMITTEE CHAIR

Melody Schopp
Secretary, South Dakota Department of Education

COMMITTEE VICE CHAIR

Christopher A. Koch
Superintendent of Education,
Illinois State Board of Education

Dennis Kruse

Chair, Indiana Senate Education and
Career Development Committee

John Bonaiuto

Government Relations Consultant,
Nebraska Association of School Boards

Shirley Turner

Vice Chair, Senate Education Committee, New Jersey Senate

COMMITTEE CHAIR

Roy Takumi
Chair, House Education Committee
Hawaii House of Representatives

COMMITTEE VICE CHAIR

Daryl Beall
Senator, Iowa Senate

Barbara Cegavske

Senator, Nevada Senate

Patrick Gadell

Attorney at Law, Missouri

Adrienne Jones

Speaker Pro Tem, Maryland House of Delegates

James Roebuck

Democratic Chair, House Education Committee
Pennsylvania House of Representatives

Patricia Wright

Superintendent of Public Instruction
Virginia Department of Education

COMMITTEE CHAIR

Rae Ann Kelsch
Former State Representative, North Dakota

COMMITTEE VICE CHAIR

Stephanie Bell
Vice President, Alabama State Board of Education

Barbara Clark

Assemblywoman and Deputy Majority Whip,
New York Assembly

Dolores Gresham

Chair, Tennessee Senate Education Committee

David Sokola

Chair, Senate Education Committee, Delaware Senate

Luther Olsen

Chair, Senate Education Committee, Wisconsin Senate

NATIONAL FORUM PLANNING COMMITTEE

NOMINATING COMMITTEE

2014 ECS COMMISSIONERS

ALABAMA

Stephanie Bell, Vice President, Alabama State Board of Education
Robert Bentley, Governor
Dick Brewbaker, Chair, Senate Education Committee
Sally Howell, Executive Director, Alabama Association of School Boards
Neal Morrison, Commissioner, Department of Senior Services
Caroline Novak, President, A+ Education Partnership
Bill Poole, Chair, House Ways and Means Education Committee

ALASKA

Esther Cox, Chair, Board of Education and Early Development
Lynn Gattis, Chair, House Education Committee
Mike Hanley, Commissioner of Education
Nancy Norman, Teacher
Deena Paramo, Superintendent, Matanuska Susitna Borough School District
Bill Walker, Governor
Gary Stevens, Chair, Senate Education Committee

AMERICAN SAMOA

Viane Etuale, Director of Catholic Education
Seth Galea'i, President, American Samoa Community College
Vaitinasa Salu Hunkin-Finau, Director of Education,
Department of Education
Lolo Matalasi Moliga, Governor
Vaetasi Tu'umolimoli Moliga, Chair, House Education Committee Reverend
Moreli Niutatoa, President, Kanana Fou Theological Seminary
Faumuina Tagisiaali'i, Chair, Senate Education Committee

ARIZONA

Doris Goodale, Chair, House Education Committee
Franklin Pratt, State Representative
Kimberly Yee, Chair, Senate Education Committee

ARKANSAS

Mike Beebe, Governor
Terri Hardy, President, TNH Consulting
Kaneaster Hodges, Chair, Arkansas Higher Education Coordinating Board
Calvin Johnson, Former Dean of Education, University of Arkansas
at Pine Bluff
Johnny Key, Chair, Senate Education Committee
Tony Wood, Commissioner, Arkansas Department of Education
Tommy Wren, State Representative

CALIFORNIA

Marty Block, Chair, Senate Budget Subcommittee on Education
Jerry Brown, Governor
Jack O'Connell, Former State Superintendent of Education and Partner,
Capitol Advisors Group
Shirley Weber, Member, Assembly Education Committee
Kent Wong, Director, UCLA Labor Center

COLORADO

David Archer, Deputy Director of Legislative Affairs, Office of the Governor
Kerrie Dallman, President, Colorado Education Association
Joe Garcia, Lieutenant Governor and Executive Director,
Colorado Department of Higher Education
Robert Hammond, Commissioner of Education
Millie Hamner, Chair, House Education Committee
John Hickenlooper, Governor (Immediate Past ECS Chair)
Nancy Todd, Chair, Senate Transportation Committee

CONNECTICUT

Beth Bye, Senate Vice Chair, Higher Education and
Employment Advancement Committee
Cheryl Dickinson, Professor, Southern Connecticut State University
Andrew Fleischmann, House Chair, Education Committee
Dannel Malloy, Governor
Mark McQuillan, Former Commissioner of Education and
Dean of Education, Southern New Hampshire University
Hayley Zinn Rowthorn, Director of Literacy, Assessment &
Instructional Improvement, South Windsor Public Schools
Betty Sternberg, Professor, Central Connecticut State University
and former Commissioner of Education

DELAWARE

Jack Markell, Governor
Mark Murphy, Secretary of Education
Lindsay O'Mara, Education Policy Advisor, Office of the Governor
Daniel Rich, Provost, University of Delaware
Darryl Scott, Chair, House Education Committee
David Sokola, Chair, Senate Education Committee
Joan Verplanck, Former President, Delaware Chamber of Commerce

DISTRICT OF COLUMBIA

Jesús Aguirre, State Superintendent of Education
David Catania, Chair, Education Committee, D.C. Council
Elaine Crider, Chair, Univ. of the District of Columbia Board of Trustees
Vincent Gray, Mayor
Mark Jones, President, District of Columbia Board of Education
James Lyons, Sr., Interim President, University of the District of Columbia
Phil Mendelson, Chair, Council of the District of Columbia

FLORIDA

Janet Adkins, Chair, House K-12 Subcommittee
Michael Bileca, Chair, House Choice and Innovation Subcommittee
Frances Haithcock, Former Chancellor, Florida Department of Education
John Legg, Chair, Senate Education Committee
Rick Scott, Governor
Eric Smith, Former Commissioner of Education and Member, AVID Board

GEORGIA

John Barge, State Superintendent of Schools
Nathan Deal, Governor
John Foster, Former State Senator and Owner, Habersham Broadcasting Co.
Hank Huckaby, Chancellor, University System of Georgia
Edward Lindsey, Member, House Education Committee
William Schofield, Superintendent, Hall County School District
Freddie Powell Sims, Member, Senate Education and Youth Committee

HAWAII

David Ige, Governor
Joan Husted, Education Policy Advisor to the Governor
Kathryn Matayoshi, Superintendent of Education
J.N. Musto, Executive Director, University of Hawaii
Professional Assembly
Alan Oshima, Executive Vice President, Hawaii Electric Industries
Roy Takumi, Chair, House Education Committee (ECS Vice Chair)
Jill Tokuda, Majority Whip and Chair, Senate Education Committee

Steering Committee members are in magenta

2014 ECS COMMISSIONERS

IDAHO

John Andreason, *Former State Senator*
John Goedde, *Chair, Senate Education Committee*
David Hawk, *Geologist*
C.L. Otter, *Governor*

ILLINOIS

James Applegate, *Executive Director, Illinois Board of Higher Education*
Andrea Brown, *Board Member, Illinois State Board of Education*
Naomi Jakobsson, *Chair, House Higher Education Committee*
Christopher Koch, *State Superintendent of Education*
Kimberly Lightford, *Vice Chair, Senate Education Committee*
Pat Quinn, *Governor*

INDIANA

Tim Harman, *State Representative*
Dennis Kruse, *Chair, Senate Education and Career Development Committee*
Mike Pence, *Governor Earline Rogers, State Senator*

IOWA

Daryl Beall, *Member, Senate Education Committee*
Nancy Boettger, *Member, Senate Education Committee*
Terry Branstad, *Governor*
Brad Buck, *Director, Iowa Department of Education*
Linda Fandel, *Special Assistant for Education, Office of the Governor*
Ron Jorgensen, *Chair, House Education Committee*
Cindy Winckler, *Member, House Education Committee*

KANSAS

Steve Abrams, *Chair, Senate Education Committee*
Sam Brownback, *Governor*
Sally Cauble, *Vice Chair, Kansas State Board of Education*
Frank Henderson, *Past President, Kansas Association of School Boards*
Kasha Kelley, *Chair, House Education Committee*
Zoe Newton, *Regent, Kansas Board of Regents*

KENTUCKY

Steven Beshear, *Governor*
Gary Cox, *President, Association of Independent Kentucky Colleges and Universities*
Derrick Graham, *Chair, House Education Committee*
Blake Haselton, *Interim Dean of Education and Human Development, University of Louisville*
Verna Lowe, *Dean of Education, Eastern Kentucky University*
Joseph U. Meyer, *Former Secretary of Education and Workforce Development*
Mike Wilson, *Chair, Senate Education Committee*

LOUISIANA

Conrad Appel, *Chair, Senate Education Committee*
Steve Carter, *Chair, House Education Committee*
Andre Coudrain, *Member, University of Louisiana Board of Supervisors*
Patrick Dobard, *Superintendent, Louisiana Recovery School District*
Bobby Jindal, *Governor*
Phyllis Taylor, *Chair and President, Patrick F. Taylor Foundation*
John White, *State Superintendent of Education*

MAINE

Duke Albanese, *Senior Policy Advisor, Great Schools Partnership*
John Fitzsimmons, *President, Maine Community College System*
Brian Langley, *State Senator*
Paul LePage, *Governor*

MARYLAND

Jared Billings, *Director of Policy, Office of the Governor*
Kathleen Hetherington, *President, Howard Community College*
Adrienne Jones, *House Speaker Pro Tem*
Delores Kelley, *State Senator*
Lillian Lowery, *State Superintendent of Schools*
Martin O'Malley, *Governor*
Catherine Shultz, *Acting Secretary of Higher Education*

MASSACHUSETTS

Maura Banta, *Chair, State Board of Elementary and Secondary Education*
Robert Caret, *President, University of Massachusetts*
Mitchell Chester, *Commissioner of Education*
Richard Freeland, *Commissioner of Higher Education*
Matthew Malone, *Secretary of Education*
Paul Toner, *President, Massachusetts Teacher Association*
Thomas Weber, *Commissioner of Early Education and Care*

MICHIGAN

Nancy Danhof, *Executive Director, Todd Martin Development Fund*
Kellie Dean, *President/CEO, Dean Transportation Headquarters*
Michael Flanagan, *Superintendent of Public Instruction*
Lisa Lyons, *Chair, House Education Committee*
Phil Pavlov, *Chair, Senate Education Committee*
Rick Snyder, *Governor*
Greg Tedder, *Assistant Deputy Chief of Staff to the Governor*

MINNESOTA

Brenda Cassellius, *Commissioner of Education*
Jim Davnie, *Member, House Education Finance Committee*
Mark Dayton, *Governor*
Carlos Mariani, *Chair, House Education Policy Committee*
Larry Pogemiller, *Commissioner of Higher Education*
Patricia Torres Ray, *Chair, Senate Education Committee*
Charles Wiger, *Chair, Senate Finance E-12 Division*

MISSOURI

Steve Cookson, *Chair, House Elementary and Secondary Education Committee*
Patrick Gadell, *Attorney at Law*
Joel Jennings, *Assistant Professor, Saint Louis University*
Thomas Kerber, *Principal, Insurance & Benefits Group, LLC*
Jay Nixon, *Governor*
David Pearce, *Chair, Senate Education Committee*

MONTANA

Elsi Arntzen, *Member, Senate Education Committee*
Steve Bullock, *Governor*
Elly Driggers, *Kindergarten Teacher, Central Elementary School*
Denise Juneau, *Superintendent of Public Instruction*
Carmen Taylor, *Executive Director, National Indian School Board*
Mike Thiel, *Math Teacher, Flathead High School*

2014 ECS COMMISSIONERS

NEBRASKA

Bill Avery, *Member, Senate Education Committee*
Matthew Blomstedt, *Commissioner of Education*
John Bonaiuto, *Government Relations Consultant*
Nancy Fulton, *President, Nebraska State Education Association*
John Harms, *State Senator*
David Heineman, *Governor*
Kate Sullivan, *Chair, Senate Education Committee*

NEVADA

Paul Aizley, *Member, Assembly Education Committee*
Barbara Cegavske, *Member, Senate Education Committee*
Carolyn Edwards, *Member, Clark County School Board of Trustees*
Daniel Klaich, *Chancellor, Nevada System of Higher Education*
Marilyn Dondero Loop, *Vice Chair, Assembly Education Committee*
Brian Sandoval, *Governor (2013-15 ECS Chair)*
Joyce Woodhouse, *Chair, Senate Education Committee*

NEW HAMPSHIRE

Virginia Barry, *Commissioner of Education Kathryn Dodge, Principal, Dodge Advisory Group*
Maggie Hassan, *Governor*
Thomas Horgan, *President & CEO, New Hampshire College and University Council*
Daphne Kenyon, *Principal, D.A. Kenyon and Associates*
Mel Myler, *Member, House Education Committee*
Nancy Stiles, *Chair, Senate Health, Education and Human Services Committee*

NEW JERSEY

Christian Angelillo, *Principal, Kittatinny Regional High School*
Chris Christie, *Governor*
Susan Cole, *President, Montclair State University*
Patrick Diegnan, *Chair, Assembly Education Committee*
Kristin Hennessy, *Teacher, Brielle Elementary School*
Peter Renwick, *Principal, Westfield High School*
Shirley Turner, *Vice Chair, Senate Education Committee*

NEW MEXICO

Gayle Dean, *Executive Director, San Juan College Foundation*
Viola Florez, *Professor and Endowed Chair, University of New Mexico*
Susana Martinez, *Governor*
Sharon Morgan, *Past President, NEA - New Mexico*
John Sapien, *Chair, Senate Education Committee*
Mimi Stewart, *Chair, House Education Committee*

NEW YORK

Barbara Clark, *Member, Assembly Education Committee and Deputy Majority Whip*
Andrew Cuomo, *Governor*
Johanna Duncan-Poitier, *Sr. Vice Chancellor for Community Colleges, State University of New York*
John Flanagan, *Chair, Senate Education Committee*
Bethaida Gonzalez, *Dean, Syracuse University*
John B. King, Jr., *Commissioner of Education*

NORTH CAROLINA

Mark Edwards, *Superintendent, Mooresville Graded School District*
D. Craig Horn, *Co-Chair, House Appropriations Subcommittee on Education*
Robert Landry, *Retired Superintendent*
Donald Martin, *Professor, High Point University*
Pat McCrory, *Governor*
Lucy Roberts, *Policy Analyst, Office of the Governor*
Dan Soucek, *Co-Chair, Senate Education and Higher Education Committee*

NORTH DAKOTA

Mike Bitz, *Superintendent, Mandan Public School District*
Aimee Copas, *Executive Director, North Dakota Council of Educational Leaders*
Jack Dalrymple, *Governor*
Jack Maus, *Superintendent, Grafton Public Schools*
Mike Nathe, *Chair, House Education Committee*
Nicole Poolman, *English Teacher, Century High School and State Senator*
Donald Schaible, *Vice Chair, Senate Education Committee*

OHIO

John Kasich, *Governor*
Gerald Stebelton, *Chair, House Education Committee*

OKLAHOMA

Janet Barresi, *State Superintendent of Public Instruction*
Ann Coody, *Chair, House Common Education Committee*
Mary Fallin, *Governor*
John Ford, *Chair, Senate Education Committee*
Glen Johnson, *Chancellor, Oklahoma State Regents for Higher Education*
Robert Sommers, *Secretary of Education and Workforce Development*
Kathleen Wilcoxson, *Former State Senator*

OREGON

Lee Beyer, *Member, Senate Education and Workforce Development Committee*
Ben Cannon, *Executive Director, Oregon Higher Education Coordinating Commission*
Joe Gallegos, *Vice Chair, House Higher Education and Workforce Development Committee*
Nancy Golden, *Chief Education Officer*
Mark Johnson, *Member, House Higher Education and Workforce Development Committee*
Jeff Kruse, *Member, Senate Education and Workforce Development Committee*
Rob Saxton, *Deputy Superintendent of Public Instruction*

PENNSYLVANIA

Paul Clymer, *Chair, House Education Committee*
Tom Corbett, *Governor*
Andrew Dinniman, *Minority Chair, Senate Education Committee*
Nichole Duffy, *Deputy Secretary for Administration, Department of Education*
Mike Folmer, *Chair, Senate Education Committee*
James Roebuck, *Democratic Chair, House Education Committee*
David Volkman, *Special Assistant to the Acting Secretary of Education*

PUERTO RICO

Alejandro Garcia Padilla, *Governor*
Jenniffer Gonzalez-Colon, *Representative*
Rafael Roman Melendez, *Secretary of Education*
Angel Rosa Rodriguez, *Chair, Gov't Affairs, Gov't Efficiency and Economic Innovation Committee*

2014 ECS COMMISSIONERS

RHODE ISLAND

Terri Adelman, *Executive Director, Volunteers in Providence Schools*
Lincoln Chafee, *Governor*
Peter McWalters, *Former Commissioner of Education and Board Member, Education Sector*

SOUTH CAROLINA

Nikki Haley, *Governor*
Robert Hayes, *Member, Senate Education Committee*
Larry Kobrovsky, *Member, State Board of Education*
Willis Walling
Garrison Walters, *Executive Director, South Carolina Higher Education Foundation*

SOUTH DAKOTA

Dennis Daugaard, *Governor*
Rick Melmer, *Director, Leadership South Dakota*
Melody Schopp, *Secretary of Education (ECS Treasurer)*
Jacqueline Sly, *Chair, House Education Committee*
Bill Van Gerpen, *State Senator*
Tony Venhuizen, *Director of Policy and Communications, Office of the Governor*
Jack Warner, *Executive Director and CEO, South Dakota Board of Regents*

TENNESSEE

Harry Brooks, *Chair, House Education Committee*
Dolores Gresham, *Chair, Senate Education Committee*
Tomeka Hart, *Vice President of African-American Partnerships, Teach for America*
Bill Haslam, *Governor*
Claude Pressnell, *President, Tennessee Independent Colleges and Universities Association*
Lana Seivers, *Dean of Education, Middle Tennessee State University*
Patrick Smith, *Consultant*

TEXAS

Daniel Branch, *Chair, House Higher Education Committee*
Rob Eissler, *Former State Representative and Lobbyist*
Raymund Paredes, *Commissioner of Higher Education*
Rick Perry, *Governor*
Florence Shapiro, *Former State Senator and Board Member, Texans for Education Reform*
Royce West, *Member, Senate Education Committee*
Michael Williams, *Commissioner of Education*

UTAH

Francis Gibson, *Chair, House Education Committee*
Gary Herbert, *Governor*
Aaron Osmond, *Member, Senate Education Committee*
Tami Pyfer, *Education Advisor to the Governor*
Howard Stephenson, *Senate Chair, Public Education Appropriations Subcommittee*

VERMONT

Peter Shumlin, *Governor*
Robert Starr, *State Senator*

VIRGIN ISLANDS

Donald "Ducks" Cole, *Chair, Committee on Education and Workforce Development*
John deJongh, *Governor*
Angeli Ferdtschneider, *Education Policy Advisor, Office of the Governor*
Donna Frett-Gregory, *Commissioner of Education*
David Hall, *President, University of the Virgin Islands*
Nereida Rivera O'Reilly, *Member, Senate Committee on Education and Workforce Development*
Oswin Sewer, Sr., *Chair, Virgin Islands Board of Education*

VIRGINIA

Artur Davis, *Former U.S. Representative*
Antione Green, *Chair, Southside Community and Housing Development*
Patricia Harvey, *Retired University Administrator*
Steven Landes, *Chair, House Education Committee*
Stephen Martin, *Member, Senate Education and Health Committee*
Terry McAuliffe, *Governor*
Patricia Wright, *former Superintendent of Public Instruction*

WEST VIRGINIA

Patricia Kusimo, *Consultant*
Steven Paine, *Senior Advisor, Partnership for 21st Century Skills*
David Perry, *Vice Chair, House Education Committee*
Robert Plymale, *Chair, Senate Education Committee*
Nancy Sturm, *Principal Consultant, The Sextant Group*
Earl Ray Tomblin, *Governor*

WISCONSIN

Tony Evers, *Superintendent of Public Instruction*
Tracie Happel, *Teacher, La Cross School District*
Steve Kestell, *Chair, Assembly Education Committee*
Demond Means, *Superintendent, Mequon-Thiensville School District*
Luther Olsen, *Chair, Senate Education Committee*
John Reinemann, *Executive Secretary, Wisconsin Higher Educational Aids Board*
Scott Walker, *Governor*

WYOMING

Rollin Abernethy, *Professor Emeritus, University of Wyoming*
James Anderson, *Member, Senate Education Committee*
Hank Bailey, *Chair, Laramie County School District Board of Trustees*
Gregg Blikre, *State Representative*
Matt Mead, *Governor*
Rachel Rubino, *Special Education Case Manager, Albany County School District*
Kathryn Valido, *Past President, Wyoming Education Association*

This list is as of Dec. 31, 2014. For a current list of commissioners and their titles, please see:

www.ecs.org/commissioners.

PARTNERS & FUNDERS

2014-15 CORPORATE PARTNERS

Platinum

General Electric • Lumina • USA Funds

Gold

Amplify • AT&T • Farmers Insurance • National Association of Charter School Authorizers (NACSA)
• Pearson • Renaissance Learning • State Farm Foundation

Silver

BloomBoard • The College Board • ETS • HP • MetaMetrics
Measured Progress • SAS

2014 GRANTS AND CONTRACTS

New Grants and Contracts

State Farm Companies

GE Foundation

Walton Family Foundation

The Bill and Melinda Gates Foundation

Lumina Foundation

Activity/Project

Every Student a Citizen

Progress of Education Reform/Research studies

School accountability report cards

College readiness

State higher education policy

Continuing Grants and Contracts

Pew Charitable Trusts

Lumina Foundation

Activity/Project

Pre-kindergarten to third grade

Developmental/Remedial education

FINANCIAL REPORT SUMMARY

ECS Statement of Financial Position for year ending Dec. 31, 2014

INCOME STATEMENT

REVENUES

UNRESTRICTED GRANTS/CONTRACTS	\$1,378,527
SPONSORSHIP FUNDING/REGISTRATION	\$688,113
STATE FEES	\$2,430,951
INTEREST & DIVIDENDS	\$16,176
GAIN/LOSS – INVESTMENTS	\$125,804
OTHER	\$86,267
TOTAL REVENUES	\$4,725,838

EXPENSES

SALARIES & BENEFITS	\$2,518,508
OTHER OPERATING EXPENSES	\$1,987,988
TOTAL EXPENSES	\$4,506,496

BALANCE SHEET

ASSETS

CURRENT ASSETS	\$4,662,428
PROPERTY, PLANT & EQUIPMENT	\$126,693
INVESTMENTS	\$2,199,433
TOTAL ASSETS	\$6,988,554

LIABILITIES

CURRENT LIABILITIES	\$163,494
ACCRUALS	\$180,747
DEFERRED REVENUE	\$1,752,409
OTHER	\$59,660
TOTAL LIABILITIES	\$2,156,310

NET ASSETS

INVESTED IN CAPITAL ASSETS	\$126,693
UNRESTRICTED	\$4,705,551
TOTAL NET ASSETS	\$4,832,244