



EDUCATION COMMISSION OF THE STATES

EDUCATION COMMISSION OF THE STATES **ANNUAL REPORT**

2016



Education Commission of the States serves as a partner to state policymakers by providing personalized support, unbiased information and opportunities for collaboration. Through our programs and services, policymakers gain the insight and experience needed to create more effective education policy.

**EDUCATION COMMISSION OF THE STATES IS THE ESSENTIAL, INDISPENSABLE
MEMBER OF ANY TEAM ADDRESSING EDUCATION POLICY.**

At Education Commission of the States, we believe in the power of learning from experience. Every day, we provide education leaders with unbiased information and opportunities for collaboration. We do this because we know that informed policymakers create better education policy.





RESEARCH

We compile information on education policies from early childhood through postsecondary education and workforce so state policymakers can make informed decisions.

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Our **STATE LEGISLATION** database features nearly **45,000** education laws from 1994 to present, searchable by state, topic, past month or year. This signature Education Commission of the States product, updated weekly, contains research on more than **300 topics** in categories such as accountability, assessments, standards/curriculum, financial aid and much more. It allows users to read bill summaries, find bill links and view trends in state policy enactments.



Nearly **1,600** entries were added to the state legislation database.

Our issue-specific **50-STATE COMPARISONS** allow policymakers to compare their state laws against other states on topics like kindergarten, funding, dual/concurrent enrollment and many others.



We compiled new **50-State Comparisons** for **three key policy areas** and updated three existing **50-State Comparisons**:

- **Advanced Placement Policies.**
- **K-3 Quality.**
- **Statewide Longitudinal Data Systems.**
- **Dual/Concurrent Enrollment Policies (update).**
- **Transfer and Articulation Policies (update).**
- **Civic Education Policies (update).**

Education Commission of the States maintains an online database with summaries of education-related proposals from **GOVERNORS' STATE OF THE STATE ADDRESSES**.



The database was **updated** with information from the **2016 State of the State addresses** and the content is viewable online by state, issue and year from **2011 to present**.

Education Commission of the States assists state education leaders with **PERSONALIZED RESEARCH**, typically within 24 hours, when states need timely, trusted information to inform policy decisions.



Our policy staff completed **587** personalized state information requests. These information requests are one of the most unique and valued ways the staff of Education Commission of the States serves the people behind the policy.

A sampling of the messages that Education Commission of the States received from constituents in 2016

“Thank you so much for the clear and thorough picture of recent policy shifts related to exit exams as a requirement for graduation.”

STATE DEPARTMENT OF EDUCATION OFFICIAL

“Wow, I can't thank you enough for all this amazing information. I will definitely sort through this all and let you know if any more questions pop up. I truly appreciate your fast and detailed response!”

STATE HIGHER EDUCATION OFFICIAL

“This is perfect and very helpful. I'm impressed with your and ECS' ability to produce timely, relevant and well-presented information about state education policymaking. I'll recommend to my colleagues that they contact ECS for this type of information.”

LEGISLATIVE STAFF



REPORT

We regularly issue relevant and timely reports providing education leaders with concise, factual overviews on the full spectrum of state education policies.

REPORT

We regularly issue useful compilations, summaries and/or comparisons of state policies—enacted or pending—on a wide variety of education topics. These reports provide education leaders with concise, factual overviews of specific state policies and are available to download from our website.



We released more than **52 REPORTS** on key policy issues ranging from preschool through postsecondary education. Knowing that every state has unique and important challenges, our policy experts look at four main categories when constructing reports:

- Financing:** We understand that identifying and appropriating funding for programs from pre-kindergarten to postsecondary is critical to high-quality education, that's why we address a broad range of funding issues, including preschool funding, K-12 funding, financial aid and performance-based funding.
- Teaching and Leading:** Every student's success depends on having access to quality educators, which is why we work on the topics of governance, educator preparation and licensure, quality instruction and leadership, and educator evaluation.
- Learning and Transitioning:** For students to advance from one educational level to the next, they must master rigorous content under the guidance and purposeful coordination of educators. For this reason, we cover issues including third-grade reading proficiency, academic standards, high school graduation requirements, and degree and certification completion.
- Measuring and Improving:** Education systems can be continuously improved when states consistently review and hold them accountable for preparing students to succeed. To aid this process, we address topics such as assessments, educator evaluations, student privacy and pre-kindergarten through postsecondary data systems.

A Sample of our 2016 Reports (See Appendix A for a complete list)

FINANCING	TEACHING & LEADING	LEARNING & TRANSITIONING	MEASURING & IMPROVING
State Pre-K Funding: 2015-16 Fiscal Year State Teacher Salary Schedules Education Savings Accounts Free Community College	Teacher Shortages: What we know Mitigating Teacher Shortages: Alternative Teacher Certification Mitigating Teacher Shortages: Financial Incentives The Civics Education Initiative 2015-16	Advanced Placement: Model policy components Guidebook: Six proven practices for effective civic learning State and Federal Policy: Gifted and talented youth State and Federal Policy: Military youth	K-3 Policymakers' Guide to Action: Making the early years count A State Policymakers' STEM Playbook Inhibiting Connection: State policy impacting expansion of municipal broadband networks Guns on Campus: The architecture and momentum of state policy action



COUNSEL

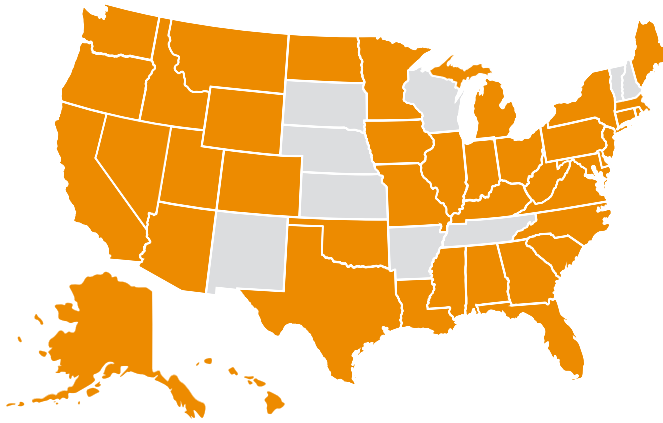
We provide unbiased advice on policy plans, consult on proposed legislation and testify at legislative hearings as third-party experts.

COUNSEL

We provide unbiased advice on policy plans, review and consult on proposed policies, provide expert knowledge for state education work groups and testify at legislative hearings as third-party experts.

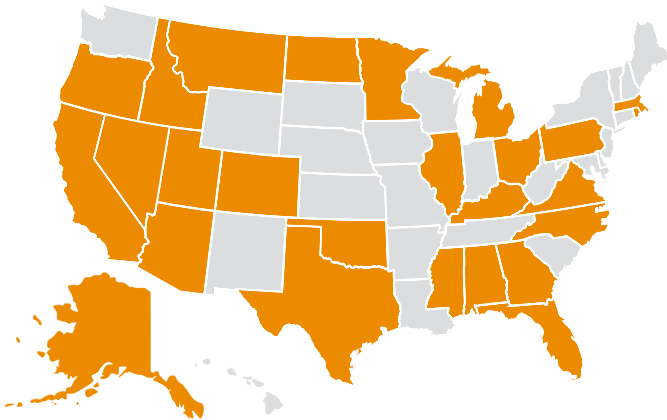


We served
**41 States
plus D.C.**

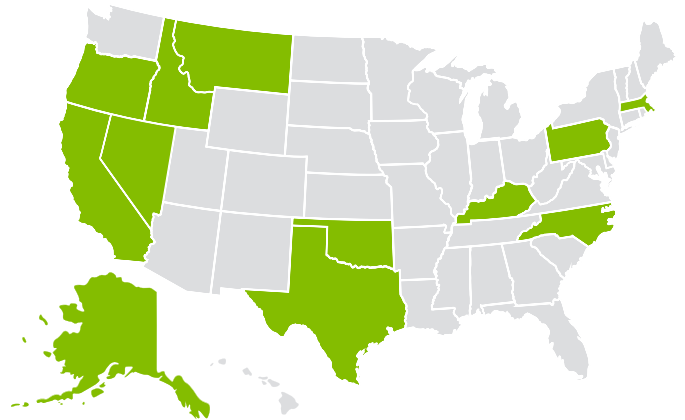


and provided the following support:

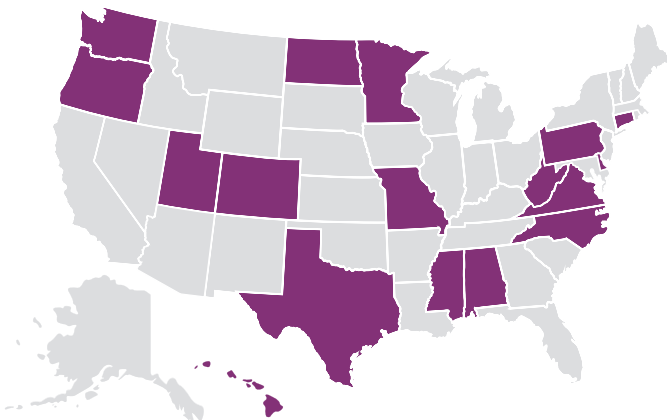
State Relations Visits: 26 States



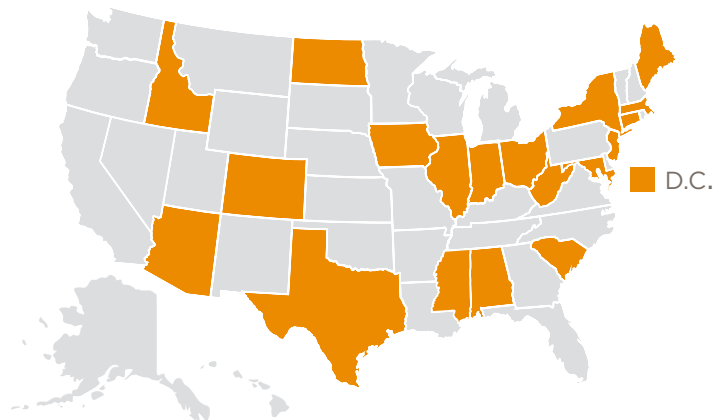
Testimony: 12 States



Technical Assistance: 17 States



Presentations: 19 States and D.C.





CONVENE

We bring education leaders together within their states and across states to interact, collaborate and learn from each other.

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We bring education leaders together within their states and across states to learn from one another. Through our two annual national gatherings, regional meetings and issue-specific or role-specific meetings, we create opportunities for policymakers and their staff to interact and collaborate.

NATIONAL FORUM ON EDUCATION POLICY

In
2016

The 2016 National Forum on Education Policy, held in Washington, D.C., convened pivotal education leaders – governors, legislators, state commissioners, higher education leaders, teachers, business leaders – all focused on transforming policy and advancing student success. The three-day event also brought some of the nation’s top education speakers and included sessions on topics ranging from preschool through postsecondary education and workforce readiness.

The 2016 National Forum on Education Policy convened **572 registrants**, including **32 Steering Committee Members** and **63 Commissioners**.

“Being a newly-appointed Commissioner, the ECS staff couldn’t have been more generous in letting us know how they can help.”

“This was my first time at the forum and I really appreciated the different stakeholder groups that were represented both in the general attendees and as speakers.”

WINTER COMMISSIONERS MEETING

In
2016

Education Commission of the States holds the **Winter Commissioners Meeting** annually. This convening presents an opportunity for Education Commission of the States staff and Commissioners to build relationships, engage in rich discussions and prepare for the year ahead.

In 2016, **141 registrants**, including **27 Steering Committee Members** and **35 Commissioners**, attended the Winter Commissioners Meeting in Denver.

“I want to congratulate you on an amazing conference! I know that a conference of that quality does not happen without dedicated leaders working night and day to make it happen!!! It truly was outstanding in every way!”

2016 THINKERS MEETINGS

K-3 Thinkers Meeting

In July 2016, Education Commission of the States and its national partners convened a group of the nation’s top experts on K-3 education for a Thinkers Meeting to reflect on research and practice and then define state policy levers with the greatest potential to impact student outcomes. Education Commission of the States released the resulting special report, **K-3 Policymakers’ Guide to Action: Making the early years count**, in November 2016 which summarizes the top policy components the experts prioritized as essential to building a high-quality, state K-3 system.

ESSA Thinkers Meeting

In December 2016, Education Commission of the States convened 12 policy experts and representatives from state education agencies, legislatures, governors’ offices and state boards of education to discuss key policy issues in the Every Student Succeeds Act (ESSA) – the 2015 reauthorization of the Elementary and Secondary Education Act – and how states can use changes in federal law to achieve their education goals. The conversation that emerged transcended content areas, such as assessments and accountability, and instead focused on the approach states should take to their ESSA work. The participants emphasized the importance of developing a unified state vision, bringing all the right players to the table and fostering a state’s capacity to achieve its education goals. Importantly, they stressed that improvement is an ongoing process and that the conversations started now should continue for years to come. Education Commission of the States released the resulting report, **ESSA Thinkers Meeting Insights: Process is key to developing state plans**, in January 2017.

APPENDIX

A. Research and Reports

B. Education Commission of the States' Policy Team

C. Executive, Steering and Standing Committees

D. Commissioners

E. Partners

F. Budget and Financial Summary

2016 RESEARCH AND REPORTS

Believing that informed policymakers create better education policy, Education Commission of the States provides state leaders with unbiased policy research and reporting, targeted technical support and the opportunity to learn from peers in other states.

We regularly release insightful reports covering education policy trends, comparing policy approaches across the states and highlighting promising practices. We also maintain databases that allow policymakers to quickly research policies in other states and compare their state laws against other states.

A summary of our 2016 research and reports sorted by four key education policy issue areas: financing; teaching and leading; learning and transitioning; and measuring and improving follows.

Financing

We understand that identifying and appropriating funding for programs from pre-kindergarten to postsecondary plays a critical role in high-quality education, that's why we address a broad range of funding issues, including preschool funding, K-12 funding, financial aid and performance-based funding.

State Pre-K Funding for 2015-16 Fiscal Year: National trends in state preschool funding

This 50-State Review highlights an increase in early learning programs for the fourth-straight year. The report includes several state examples and an overview of the pre-K programs they have in place.

State Teacher Salary Schedules

This Policy Analysis provides information on teacher statewide salary schedules in 17 states and addresses several policy questions, including how they work and why states institute them.

Constitutional Obligations for Public Education

This 50-State Review provides an informative overview of the constitutional language for each state and how the individual constitutions address public schools.

The Importance of At-Risk Funding

This report analyzes how states fund at-risk students and how much additional money at-risk students receive from states.

State Financial Aid: Applying redesign principles through state engagement

This report shares lessons learned from Education Commission of the States' technical assistance work with several states on redesigning state financial aid to craft more strategic approaches to financial aid policy design and implementation. This is an aspect of the ongoing state financial aid redesign work supported by USA Funds.

Education Savings Accounts: Key provisions and state variations

This Education Trends report explores the key components of Education Savings Accounts (ESAs) and examines ESA law and programs in several states.

Full-Day Kindergarten: A look across the states

This 50-State Review explores the different methods that states use to fund both full-day and half-day kindergarten and examines the spectrum of full-day kindergarten program requirements across the country.

Strengthening Policies for Foster Youth Postsecondary Attainment

This policy report provides an overview of the challenges foster youth confront when pursuing a postsecondary credential, focuses on the treatment of these youth by state financial aid programs, and offers potential remedies that state policy leaders may pursue to increase successful outcomes for this population.

Free Community College: An approach to increase adult student success in postsecondary education

This policy report discusses the growing interest in free community college policies across state legislatures, addresses the limited potential of current policies to help states reach their completion and attainment goals and offers a new, inclusive framework for including adult students in free community college policies.

Teaching and Leading

Every student's success depends on having access to quality educators, which is why we work on the topics of governance, educator preparation and licensure, quality instruction and leadership, and educator evaluation.

2016 State of the State Addresses: Governors' top education issues

This Education Trends report highlights the education-related portions of State of the State addresses given by 41 governors as of March 2016. School finance, teaching quality and postsecondary affordability emerged as key areas of focus.

Teacher Shortages: What We Know

This brief is the first in a series of reports examining the teacher shortage dilemma. Designed to guide state leaders in policy decisions, this policy brief begins the series by considering what the research says about teacher shortages and highlights state task force findings.

Mitigating Teacher Shortages: Alternative Teacher Certification

This report is one of five policy briefs examining strategies states are using to address shortages: alternative certification. Providing alternative routes to teacher certification is an approach to recruit and retain teachers. A definition of alternative teacher certification is provided, followed by a summary of the research on this strategy, state policy examples and considerations for policymakers.

Mitigating Teacher Shortages: Financial Incentives

This report is one of five policy briefs examining strategies states are using to address shortages: financial incentives. Providing financial incentives can be an effective strategy for recruiting and retaining teachers. Definitions of three financial incentive programs are provided, followed by a summary of supporting research on this strategy, state policy examples and considerations for policymakers.

Mitigating Teacher Shortages: Induction and Mentorship Programs

This report is one of five policy briefs examining strategies states are using to address shortages: induction and mentorship. Providing new teachers with induction and

mentoring can be an effective retention strategy. A definition of induction and mentorship programs is provided, followed by a summary of the research on this strategy, state policy examples and considerations for policymakers.

Mitigating Teacher Shortages: Evaluation and Feedback

This report is one of five policy briefs examining strategies states are using to address shortages: evaluation and feedback. Providing teachers with ongoing feedback and targeted professional development following evaluations can be an effective retention strategy. A definition of the evaluation feedback loop is provided, followed by a summary of supporting research on this strategy, state policy examples and considerations for policymakers.

Mitigating Teacher Shortages: Teacher Leadership

This report is one of five policy briefs examining strategies states are using to address teacher shortages: teacher leadership. Providing teacher leadership opportunities to highly effective teachers can be an effective strategy for retaining them in the classroom. A definition of teacher leadership is provided, followed by a summary of supporting research on this strategy, state policy examples and considerations for policymakers.

ESSA: Quick guides on top issues

This report provides insight into key areas of the Every Student Succeeds Act (ESSA) that have prompted questions and concerns from education leaders and policymakers as they prepare to implement this new law.

The Civics Education Initiative 2015-2016

This Education Trends report explores the Civics Education Initiative and provides an update on 2015-2016 legislation.

ESSA: Mapping opportunities for the arts

This special report highlights the ways that states and districts can engage the arts in the ongoing work of the Every Student Succeeds Act (ESSA).

Learning and Transitioning

For students to advance from one educational level to the next, they must master rigorous content under guidance and purposeful coordination of educators. For this reason, we cover issues including third-grade reading proficiency, academic standards, high school graduation requirements, and degree and certification completion. **Guidebook: Six proven practices for effective civic learning**

This report reviews the "Six Proven Practices for Effective Civic Learning" and serves as a resource for education leaders who want to put the practices in place.

Broadband Access and Implications for Efforts to Address Equity Gaps in Postsecondary Attainment

This Education Trends report focuses on two related but distinct challenges confronting state policy leaders and students as they seek to leverage online distance education to meet personal and statewide education goals, namely access to infrastructure and ensuring availability of financial resources.

Advanced Placement: Model policy components

This Policy Analysis reviews key components of a comprehensive state AP policy and model state policies that align with each component.

ESSA's Well-Rounded Education

This report reviews the components of ESSA's prevalent well-rounded education concept and potential ways that states can support educational access for every student under this new law.

Companion Report: 50-State Comparison: K-3 Quality

This Companion Report provides highlights from the accompanying 50-State Comparison that outlines key state-level policies implemented across the country that impact K-3 quality.

Computer Science in High School Graduation Requirements: 2016 Update

This Education Trends report is an update to the original report released in April 2015 and explores state policies that allow or require districts to apply computer science coursework toward completion of high school graduation requirements in math, science or foreign language.

Early College High Schools: Model policy components

This Policy Analysis defines early college high schools, clarifies how they differ from traditional dual enrollment programs, provides an overview of the structure and impact of early college high schools and outlines key model policy components to enhance high school and postsecondary outcomes for traditionally underrepresented students.

Measuring and Improving

Education systems can be continuously improved when states consistently review and hold them accountable for preparing students to succeed. To aid this process, we address topics such as assessments, educator evaluations, student privacy and pre-kindergarten through postsecondary data systems.

State Civic Education Policy: Gap analysis tool for education leaders and policymakers

This Gap Analysis Tool is a flexible resource for use by states, school districts, higher education institutions and community groups to examine policies anywhere along the preschool to postsecondary spectrum.

Guns on Campus: The architecture and momentum of state policy action

This special report offers a detailed summary of state legislative action and higher education system policy decisions that have occurred in two specific categories: (1) states that have permitted or are seeking to permit guns on campus, and (2) states that have prohibited or are seeking to prohibit guns on campus.

State and Federal Policy: Gifted and talented youth

This Policy Analysis provides descriptive information about gifted and talented youth populations, explores their educational challenges, reviews currently enacted state and federal policies designed to address their needs, and provides policy considerations for state governments.

State and Federal Policy: Homeless youth

This Policy Analysis provides descriptive information about homeless youth populations, explores their educational challenges, reviews currently enacted state and federal policies designed to address their needs, and provides policy considerations for schools and districts.

State and Federal Policy: Incarcerated youth

This Policy Analysis provides descriptive information about incarcerated youth populations, explores their educational challenges, reviews currently enacted state and federal policies designed to address their needs, and provides policy considerations for state governments.

State and Federal Policy: Military youth

This Policy Analysis provides descriptive information about military youth populations, explores their educational challenges, reviews currently enacted state and federal policies designed to address their needs, and provides policy considerations for state governments.

State and Federal Policy: Native American youth

This Policy Analysis provides descriptive information about Native American youth populations, explores their educational challenges, reviews currently enacted state and federal policies designed to address their needs, and provides policy considerations for state governments.

Every Student Succeeds Act (ESSA) Resources

To assist state education leaders and policymakers, Education Commission of the States compiled resources related to the Every Student Succeeds Act (ESSA). While not an exhaustive list, these resources will help states as they work to understand and implement the changes associated with the passage of ESSA.

2016 State of the States: Arts education state policy summary

A review released by the Arts Education Partnership (AEP), a policy center within Education Commission of the States, offers a comprehensive look at state policies for arts education identified in statute or administrative code for all 50 states and the District of Columbia.

State Policy Leadership for the Future: History of state coordination and governance and alternatives for the future

This report from Education Commission of the States and the National Center for Higher Education Management Systems highlights how states have revisited their governance arrangements in response to changing conditions and expectations.

Collaborative Stakeholder Engagement

This report offers a framework for going beyond simply engaging stakeholders for input when creating a state plan for ESSA to collaborate with them to create shared goals and improved results.

Faculty Qualification Policies and Strategies Relevant to Dual Enrollment Programs: An Analysis of States and Regional Accreditation Agencies

This report, released by the Midwestern Higher Education Compact and co-authored by Education Commission of the States, reviews how states across the country address the quality of dual enrollment courses through policies regarding teacher qualifications.

Inhibiting Connection: State policy impacting expansion of municipal broadband networks

This Education Trends report explores the debate around municipal broadband expansion and examines state policies across the country that impact municipal broadband networks.

A State Policymaker's STEM Playbook

This Promising Practices in Education report highlights the Utah STEM Action Center as a case study of legislation that includes three essential elements of a successful STEM program: statewide coordination, adequate funding and evaluation. This report also identifies elements that contributed to the passage and implementation of this STEM legislation.

K-3 Policymakers' Guide to Action: Making the early years count

This special report summarizes the top policy components 12 of the nation's top content experts convened by Education Commission of the States prioritized for a high-quality K-3 system.

Companion Report: 50-State Comparison: Civic Education

This Companion Report provides highlights from the accompanying 50-State Comparison that outlines key legislation and specific school curriculums related to civic education.

Wiping the Slate Clean: A new federalism for the 21st century student

This brief outlines the current structure of federal and state higher education policies and funding that emerged consequently. Also included is a review of policy and practice changes that address meeting college attainment goals and ensuring affordability for low and middle income students.

Leveraging Community Colleges in the Workforce Innovation and Opportunity Act: A blueprint for state policymakers

This brief looks at how to increase coordination between institutions and regional workforce needs, specifically how states can capitalize on federal investments to improve this alignment.

Rethinking the Federal-State Partnership for Free Community College: Early indicators from Oregon

This brief details aspects of the Oregon Promise Program including funding, program limitations, costs and opportunities associated with a more intentional state/federal partnership.

Rowing Together: Aligning state and federal investments in talent to common outcomes

Thirteen states have outcomes-based funding policies that work to align sought-after outcomes with state funding. This brief argues that it is desirable to align federal financial aid policies with metrics in state outcomes-based funding policies.

Fixing Affordability: An approach for advancing federalism in the modern era

There is a constant push and pull between state and federal governments to find the right balance of federalism. By applying this "push-pull" framework to higher education, this brief looks at past policy interventions and how this framework can help can help to provide insight into the free college movement.

Better Together? State and Federal Funding for Student Financial Aid

This brief focuses on three aspects of state financial aid: (1) how states use financial aid programs to make college more affordable; (2) how federalist solutions can assist state-only efforts to make college more affordable; and (3) how federal funds can help to level out state volatility in tighter economic times.

Enhancing State Authorization: The need for action by states as stewards of higher education performance

This brief examines the "triad" of state governments, the federal government and accrediting agencies and, by shining light on the unique role that state governments play in this partnership, the authors propose reforms that will strengthen the role of state governments, without neglecting the two other legs of the higher education stool.

Role Clarity: The interplay of entities funding higher education

This brief outlines the appropriate interplay between federal, state and institutional actions to ensure a coordinated higher education system, including four options for future action: (1) a stacked approach; (2) a centralized approach; (3) a sequential approach; and (4) a segmented approach.

Fast Track to College Success

This brief focuses on 12th-grade students who are ready for postsecondary work, but are spending unnecessary time in high school. The brief discusses options for paying for the transition, including K-12 funds reimbursing families for tuition or 12th-grade students being eligible for Pell.

Creating an Ideal State-Federal Data Partnership to Improve Policymaking Related to College Affordability

This brief explores how federal data policies are intertwined with states, and argues that a more effective partnership could equip states with information they can use to more precisely target policies on the barriers to postsecondary access and success.

50-State Comparisons and Databases (created or updated in 2016)

(Update) 50-State Comparison: Dual/Concurrent Enrollment Policies

This unique resource provides a national look at the number of states that have each of the 20 policies in place regarding dual enrollment basics, as well as the four key dual enrollment policy areas of access, finance, ensuring course quality and transferability.

(Update) 50-State Comparison: Transfer and Articulation Policies

This resource provides a national look at the number of states that have policies with one of the four metrics: transferable lower-division core, common course numbering, guaranteed transfer of an associate degree and reverse transfer.

50-State Comparison: Advanced Placement Policies

This comprehensive 50-State Comparison shows how all states approach fundamental elements such as financial and accountability incentives, collaboration between K-12 and higher education systems, funding for teacher training and several other important topics.

50-State Comparison: K-3 Quality

This 50-State Comparison: K-3 Quality explores key state-level policies that impact the quality of K-3 programs.

50-State Comparison: Statewide Longitudinal Data Systems

This 50-State Comparison provides a national comparison of how all 50 states plus the District of Columbia approach policies related to statewide longitudinal data systems.

(Update) 50-State Comparison: Civic Education Policies

This 50-State Comparison is an update to the 50-State Comparison: Civic Education Policies, released in 2013, and provides a statewide overview of social studies and civic education legislation, and identifies trends, distinctions and outliers.

EDUCATION COMMISSION OF THE STATES' POLICY TEAM



PRESIDENT

JEREMY ANDERSON

303.299.3624 | janderson@ecs.org



VICE PRESIDENT, POLICY

BRIAN SPONSLER, ED.D.

303.299.3615 | bsponsler@ecs.org

Institutes



Early Learning

BRUCE ATCHISON

303.299.3657 | batchison@ecs.org



K-12

SHARMILA MANN

303.299.3670 | smann@ecs.org



High School

JENNIFER DOUNAY ZINTH

303.299.3689 | jzinth@ecs.org



Postsecondary and Workforce

BRIAN SPONSLER, ED.D.

303.299.3615 | bsponsler@ecs.org

Centers



STEM

JENNIFER DOUNAY ZINTH

303.299.3689 | jzinth@ecs.org



National Center for Learning and Civic Engagement

PAUL BAUMANN, PH.D.

303.299.3608 | pbaumann@ecs.org



Arts Education Partnership

JANE BEST

303.299.3638 | jb主@ecs.org



Knowledge and Research

JENNIFER THOMSEN

303.299.3633 | jthomsen@ecs.org

EXECUTIVE COMMITTEE

The Executive Committee provides strategic direction and oversight for the management, operations and financial policies of the organization. The president is hired by and serves at the pleasure of the Executive Committee. Specific powers and responsibilities of the Executive Committee include reviewing Education Commission of the States' annual audit, annual report and the president's proposed budget before forwarding each to the Steering Committee for final approval.

The Executive Committee is composed of the chair, the immediate past chair, the chair-elect, the vice chair, the treasurer and no more than five additional members of the Steering Committee who broadly represent the Commission, and who are appointed by the chair.

2016 Executive Committee Members



Chair

STEVE BULLOCK

Governor, State of Montana



BEN CANNON

Executive Director, Oregon Higher Education Coordinating Commission



Chair-Elect

PHIL BRYANT

Governor, State of Mississippi



JOE GARCIA

President, Western Interstate Commission for Higher Education



Immediate Past Chair

BRIAN SANDOVAL

Governor, State of Nevada



LUTHER OLSEN

Chair, Education Committee, Wisconsin Senate



Vice Chair

DOLORES GRESHAM

Chair, Education Committee, Tennessee Senate



ROY TAKUMI

Chair, Education Committee, Hawaii House of Representatives



Treasurer

MELODY SCHOPP

Secretary of Education, South Dakota Department of Education

STEERING COMMITTEE

The Steering Committee is the primary policy-setting body of Education Commission of the States. Specifically, the Steering Committee has the right to: adopt and approve statements and communications to implement, effectuate and advocate policy positions of Education Commission of the States; consider policy recommendations from any person, committee or other body; engage in discussion and debate of education issues in order to provide major program direction for Education Commission of the States; recommend bylaw changes to Education Commission of the States; and approve Education Commission of the States' strategic plan, annual budget and annual report.

Between meetings of the Steering Committee, its policymaking authority is delegated to the Executive Committee. The Steering Committee voting members consist of one representative from each member state, as well as the chair, vice chair, treasurer and immediate past chair during their terms of office. The chair and vice chair of Education Commission of the States shall serve as the chair and vice chair of this Committee as well.

2016 Steering Committee Members

Alabama

STEPHANIE BELL

Member, Alabama State Board of Education

American Samoa

MORELI NIUATO

President, Kanana Fou Theological Seminary

Alaska

MIKE JOHNSON

Commissioner, Alaska Department of Education and Early Development

Arizona

DOUG DUCEY

Governor, State of Arizona

Arkansas

TERRI HARDY

President, TNH Educational Consulting, Inc.

California

MARTY BLOCK

Chair, Budget Subcommittee on Education, California Senate

Colorado

JOE GARCIA

President, Western Interstate Commission for Higher Education

Connecticut

BETH BYE

Deputy Majority Leader, Connecticut Senate

Delaware

DAVID SOKOLA

Chair, Senate Education Committee, Delaware Senate

Florida

KELLI STARGEL

Chair, Senate Higher Education Committee, Florida Senate

Hawaii

ROY TAKUMI

Chair, House Education Committee, Hawaii House of Representatives

Idaho

WENDY HORMAN

Representative, Idaho House of Representatives

Illinois

JAMES L. APPLGATE

Executive Director, Illinois Board of Higher Education

Indiana

DENNIS KRUSE

Chair, Senate Education and Career Development Committee, Indiana Senate

Iowa

LINDA FANDEL

Special Assistant for Education, State of Iowa

Kansas

SALLY CAUBLE

Member, Kansas State Board of Education

Kentucky

DERRICK GRAHAM

Chair, House Education Committee, Kentucky House of Representatives

Maryland

ADRIENNE JONES

Speaker Pro Tem, Maryland House of Delegates

Massachusetts

MITCHELL CHESTER

Commissioner of Education, Massachusetts Department of Elementary and Secondary Education

Michigan

PHIL PAVLOV

Chair, Senate Education Committee, Michigan Senate

Minnesota

CHARLES WIGER

Chair, Senate Education and Senate Finance K-12 Budget Division Committee, Minnesota Senate

Mississippi

PHIL BRYANT

Governor, State of Mississippi

Missouri

DAVID PEARCE

Chair, Senate Education Committee, Missouri Senate

Montana

STEVE BULLOCK

Governor, State of Montana

Nebraska

JOHN BONAIUTO

Government Relations, Nebraska Association of School Boards

Nevada

BRIAN SANDOVAL

Governor, State of Nevada

New Hampshire

NANCY STILES

Vice Chair, Senate Education Committee, New Hampshire Senate

New Jersey

SHIRLEY TURNER

Senator, New Jersey Senate

New Mexico

DENNIS ROCH

Deputy Chair, House Education Committee, New Mexico House of Representatives

New York

JOHANNA DUNCAN-POITIER

Senior Vice Chancellor of Community Colleges and the Education Pipeline, State of New York

North Carolina

CRAIG HORN

Chair, House Appropriations Committee on Education, North Carolina House of Representatives

North Dakota

DONALD SCHAIBLE

Member, Senate Education Committee, North Dakota Senate

Oklahoma

MARY FALLIN

Governor, State of Oklahoma

Oregon

BEN CANNON

Executive Director, Oregon Higher Education Coordinating Commission

Pennsylvania

DAVID VOLKMAN

Executive Deputy Secretary to the Secretary of Education, Pennsylvania Department of Education

South Carolina

GARRISON WALTERS

Executive Director, South Carolina Higher Education Foundation

South Dakota

MELODY SCHOPP

Secretary of Education, South Dakota Department of Education

Tennessee

DOLORES GRESHAM

Chair, Senate Education Committee, Tennessee Senate

Texas

MIKE MORATH

Commissioner of Education, Texas Education Agency

Utah

HOWARD STEPHENSON

Chair, Senate Public Education Appropriations Subcommittee, Utah Senate

Virginia

PATRICIA WRIGHT

Former Virginia Superintendent of Public Instruction

Virgin Islands

DONNA FRETT-GREGORY

CFO, Virgin Islands Port Authority

West Virginia

ROBERT PLYMALE

Senator, West Virginia Senate

Wisconsin

LUTHER OLSEN

Chair, Senate Education Committee, Wisconsin Senate

Wyoming

JILLIAN BALOW

State Superintendent of Public Instruction, Wyoming Department of Education

FINANCE COMMITTEE

The Finance Committee provides advice to the Executive Committee on the selection of the Commission's certified public accounting firm, reviews the results of the public accounting firm's annual audit, reviews and makes recommendations regarding the president's proposed annual Education Commission of the States' budget, proposes to the Executive Committee changes in Education Commission of the States' accounting practices and recommends strategic financial policies to the Executive Committee.

The Committee also makes recommendations to the Executive Committee regarding the following issues: portfolio; mission and objectives; appropriate asset allocation strategy; Education Commission of the States' investment policy consistent with objectives; and investment managers to implement investment policies. In addition, the Committee monitors investment results and alerts the Executive Committee to any problems.

2016 Finance Committee Members

Chair

MELODY SCHOPP

Secretary of Education, South Dakota Department of Education

DENNIS KRUSE

Chair, Education and Career Development Committee, Indiana Senate

SHIRLEY TURNER

Senator, New Jersey Senate

JOHN BONAIUTO

Government Relations Consultant, Nebraska Association of School Boards

KELLI STARGEL

Chair, Higher Education Committee, Florida Senate

MARTY BLOCK

Chair, Budget Subcommittee on Education, California Senate

PHIL PAVLOV

Chair, Education Committee, Michigan Senate

NATIONAL FORUM PLANNING COMMITTEE

The National Forum Planning Committee works in concert with Education Commission of the States staff to review and approve the overall design and desired outcomes for Education Commission of the States' annual meeting, establish an evaluation plan to assess Commissioner satisfaction and meeting effectiveness, and provide direction to the president and staff for future meetings.

2016 National Forum Planning Committee Members

Chair

DOLORES GRESHAM

Chair, Education Committee, Tennessee Senate

MARY FALLIN

Governor, State of Oklahoma

JAMES APPLGATE

Executive Director, Illinois Board of Higher Education

JOE GARCIA

President, Western Interstate Commission on Higher Education

DENNIS ROCH

Deputy Chair, Education Committee, New Mexico House of Representatives

NOMINATING COMMITTEE

The Nominating Committee makes nominations for Education Commission of the States' officers, Steering Committee positions, awards or recognitions, or other nominations that the chair or Steering Committee may request.

2016 Nominating Committee Members

Chair

ROY TAKUMI

Chair, Education Committee, Hawaii House of Representatives

LUTHER OLSEN

Chair, Education Committee, Wisconsin Senate

Vice Chair

STEPHANIE BELL

Member, Alabama State School Board of Education

ADRIENNE JONES

Speaker Pro Tem, Maryland House of Delegates

DAVID PEARCE

Chair, Education Committee, Missouri Senate

2016 COMMISSIONERS (STEERING COMMITTEE MEMBERS IN BOLD)

ALABAMA

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

ALASKA

- James Fields, Chair, Alaska Board of Education and Early Development
- Lynn Gattis, Chair, House Education & Early Development Finance Subcommittee, Alaska House of Representatives
- **Mike Johnson**, Commissioner, Alaska Department of Education and Early Development
- Nancy Norman, Education Consultant, Norman Consultant Services
- Deena Paramo, Superintendent of Schools, Matanuska Susitna Borough School District
- Gary Stevens, Member, Senate Education Committee, Alaska Senate
- Bill Walker, Governor, State of Alaska

AMERICAN SAMOA

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

ARIZONA

- **Doug Ducey**, Governor, State of Arizona
- Pearl Chang Esau, President and CEO, Expect More Arizona
- Janice Palmer, Vice President, Director of Policy, Helios Education Foundation
- Franklin Pratt, Representative, Arizona House of Representatives
- Kimberly Yee, Vice Chair, Senate Education Committee, Arizona Senate

ARKANSAS

- **Terri Hardy**, President, TNH Educational Consulting, Inc.
- Kaneaster Hodges, Jr., Former Chair, Higher Education Coordinating Board, Arkansas Department of Higher Education
- Asa Hutchinson, Governor, State of Arkansas
- Calvin Johnson, former Dean of Education

CALIFORNIA

- **Marty Block**, Chair, Budget Subcommittee on Education, California Senate
- Jerry Brown, Jr., Governor, State of California
- Jack O'Connell, Former State Superintendent of Education and Partner, Capitol Advisors Group
- Shirley Weber, Member, Assembly Education Committee, California Assembly
- Kent Wong, Director, Labor Center, University of California-Los Angeles

COLORADO

- Kerrie Dallman, President, Colorado Education Association
- **Joe Garcia**, President, Western Interstate Commission for Higher Education
- Alec Garnett, Member, House Education Committee, Colorado House of Representatives
- John Hickenlooper, Governor, State of Colorado
- Nancy Todd, Member, Senate Education and Transportation Committees, Colorado Senate
- Evy Valencia, Education Policy Advisor, State of Colorado

CONNECTICUT

- **Beth Bye**, Deputy Majority Leader, Connecticut Senate
- Cheryl Dickinson, Professor, Southern Connecticut State University
- Andrew Fleischmann, Co-Chair, Joint Education Committee, Connecticut House of Representatives
- Dannel Malloy, Governor, State of Connecticut
- Mark McQuillan, Former Connecticut Commissioner of Education, Southern New Hampshire University
- Hayley Zinn Rowthorn, Director of Literacy, Assessment & Instructional Improvement, South Windsor Public Schools
- Betty Sternberg, Former Commissioner of Education and Professor, Central Connecticut State University

DELAWARE

- Madeleine Bayard, Vice President, Policy and Practice, Rodel Foundation of Delaware
- Kevin Fitzgerald, Superintendent, Caesar Rodney School District
- Steven Godowsky, Acting Secretary of Education, Delaware Department of Education
- Jack Markell, Governor, State of Delaware

- Mark Murphy, Former Secretary of Education
- Lindsay O'Mara, Education Policy Advisor, State of Delaware
- **David Sokola**, Chair, Senate Education Committee, Delaware Senate

DISTRICT OF COLUMBIA

- Muriel Bowser, Mayor, District of Columbia
- Elaine Crider, Chair, Board of Trustees, University of the District of Columbia
- David Grosso, Chair, Education Committee, Council of the District of Columbia
- Jack Jacobson, President, Board of Education of District of Columbia
- Hanseul Kang, State Superintendent of Education, Office of the State Superintendent of Education (OSSE)
- Ronald Mason, Jr., President, University of the District of Columbia
- Phil Mendelson, Chair, Council of the District of Columbia

FLORIDA

- Janet Adkins, Chair, K-12 Subcommittee, Florida House of Representatives
- Michael Bileca, Representative, Florida House of Representatives
- John Legg, Chair, Senate Education Pre-K-12 Committee, Florida Senate
- Rick Scott, Governor, State of Florida
- Eric Smith, Member, AVID Center of Florida & Georgia
- **Kelli Stargel**, Chair, Senate Higher Education Committee, Florida Senate

GEORGIA

- Valerie Clark, Member, House Education Committee, Georgia House of Representatives
- Nathan Deal, Governor, State of Georgia
- Erin Hames, President, ReformEd Georgia
- Hank M. Huckaby, Chancellor, University System of Georgia
- William S. Schofield, Superintendent, Hall County School District
- Freddie Powell Sims, Secretary, Education and Youth Committee, Georgia Senate

HAWAII

- Joan Husted, Education Institute of Hawaii
- David Ige, Governor, State of Hawaii
- Michelle Kidani, Chair, Senate Education Committee, Hawaii Senate
- Kathryn Matayoshi, Superintendent of Education, Hawaii Department of Education
- Dr. Carmielita Minami, Professor, University of Hawaii at Manoa
- **Roy Takumi**, Chair, House Education Committee, Hawaii House of Representatives

IDAHO

- Matt Freeman, Executive Director, Idaho State Board of Education
- Rod Gramer, President & CEO, Idaho Business for Education
- **Wendy Horman**, Representative, Idaho House of Representatives
- Dean Mortimer, Senator, Idaho Senate
- Julie Van Orden, Representative, Idaho House of Representatives
- C.L. Otter, Governor, State of Idaho
- Sherri Ybarra, Superintendent of Public Instruction

ILLINOIS

- **James L. Applegate**, Executive Director, Illinois Board of Higher Education
- Kimberly Lightford, Vice-Chairperson, Senate Education Committee, Illinois Senate
- Craig Lindvahl, Member, Illinois Board of Education
- Bruce Rauner, Governor, State of Illinois

INDIANA

- Robert Behning, Chair, House Education Committee, Indiana House of Representatives
- Tim Harman, Representative, Indiana House of Representatives
- Dennis Kruse, Chair, Senate Education and Career Development Committee, Indiana Senate
- Teresa Lubbers, Commissioner, Indiana Commission for Higher Education
- Mike Pence, Governor, State of Indiana
- Earline Rogers, Senator, Indiana Senate
- Chad Timmerman, Director of Education Policy, State of Indiana

IOWA

- Tod R. Bowman, Senator, Iowa Senate
- Terry Branstad, Governor, State of Iowa
- **Linda Fandel**, Special Assistant for Education, State of Iowa
- Ron Jorgensen, Chair, House Education Committee, Iowa House of Representatives
- Amy Sinclair, Ranking Member, Senate Education Committee, Iowa Senate
- Cindy Winckler, Representative, Iowa House of Representatives
- Ryan Wise, Director of Iowa Department of Education

KANSAS

- Steve Abrams, Chair, Senate Education Committee, Kansas Senate
- Sam Brownback, Governor, State of Kansas
- Sally Cauble, Member, Kansas State Board of Education
- Diane DeBacker, Former Kansas Commissioner of Education
- Frank Henderson, Jr., Past President, Kansas Association of School Boards
- Ron Highland, Chair, House Education Committee, Kansas House of Representatives

- Zoe Newton, Vice Chair, Kansas Board of Regents

KENTUCKY

- Matt Bevin, Governor, Commonwealth of Kentucky
- Gary Cox, President, Association of Independent Kentucky Colleges and Universities
- Constantine William Curris, President Emeritus of AASCU, American Association of State Colleges and Universities
- **Derrick Graham**, Chair, House Education Committee, Kentucky House of Representatives
- Blake Haselton, Superintendent in Residence, College of Education and Human Development, University of Louisville
- Verna Lowe, Dean, Eastern Kentucky University
- Mike Wilson, Chair, Senate Education Committee, Kentucky Senate

LOUISIANA

- Conrad Appel, Chair, Senate Education Committee, Louisiana Senate
- John Bel Edwards, Governor, State of Louisiana
- Steve Carter, Chair, House Education Committee, Louisiana House of Representatives
- Andre Coudrain, Member, University of Louisiana Board of Supervisors, Cashe Lewis Coudrain & Sandage Law Firm
- Patrick Dobard, Superintendent, Louisiana Recovery School District
- Phyllis Taylor, Chairman and President, Patrick F. Taylor Foundation
- John White, State Superintendent of Education, Louisiana Department of Education

MAINE

- Duke Albanese, Former Maine Commissioner of Education and Senior Policy Advisor, Great Schools Partnership
- Brian Langley, Chair, Joint Committee on Education and Cultural Affairs, Maine Senate
- Paul LePage, Governor, State of Maine

MARYLAND

- Kathleen Hetherington, President, Howard Community College
- Larry Hogan, Governor, State of Maryland
- **Adrienne Jones**, Speaker Pro Tem, Maryland House of Delegates
- Nancy J. King, Chair, Education, Business & Administration Subcommittee of the Senate Budget & Taxation Committee, Maryland Senate

MASSACHUSETTS

- Maura Banta, Former Chair, Massachusetts Board of Elementary and Secondary Education
- **Mitchell Chester**, Commissioner of Education, Massachusetts Department of Elementary and Secondary Education
- Richard Freeland, Former Commissioner of Higher Education, Northeastern University

- Matthew Malone, Former Secretary of Education
- James Peyser, Secretary of Education, State of Massachusetts
- Paul Toner, President, New Voice Strategies
- Thomas Weber, Commissioner, Massachusetts Department of Early Education and Care

MICHIGAN

- Nancy Danhof, Executive Director, Todd Martin Development Fund
- Kellie Dean, President/CEO, Dean Transportation Headquarters
- Karen McPhee, Senior Education Policy Advisor, Michigan Governor's Office
- **Phil Pavlov**, Chair, Senate Education Committee, Michigan Senate
- Amanda Price, Chair, House Education Committee, Michigan House of Representatives
- Rick Snyder, Governor, State of Michigan
- Brian Whiston, State Superintendent, Michigan Department of Education

MINNESOTA

- Brenda Cassellius, Commissioner of Education, Minnesota Department of Education
- Mark Dayton, Governor, State of Minnesota
- Sondra Erickson, Chair, House Education Innovation Policy Committee, Minnesota House of Representatives
- Lawrence Pogemiller, Commissioner of Higher Education, Minnesota Office of Higher Education
- **Charles Wiger**, Chair, Senate Education and Senate Finance K-12 Budget Division Committee, Minnesota Senate

MISSISSIPPI

- Glenn Boyce, Commissioner of Higher Education, Mississippi State Institutions of Higher Learning
- **Phil Bryant**, Governor, State of Mississippi
- Nolan Mettetal, Chair, House Universities and Colleges Committee, Mississippi House of Representatives
- John L. Moore, Chair, House Education Committee, Mississippi House of Representatives
- John A. Polk, Chair, Senate Universities and Colleges Committee, Mississippi Senate
- Gray Tollison, Chair, Senate Education Committee, Mississippi Senate
- Carey Wright, State Superintendent of Education, Mississippi Department of Education

MISSOURI

- Steve Cookson, Chair, House Elementary and Secondary Education Committee, Missouri House of Representatives
- Patrick Gadell, Attorney at Law
- Joel Jennings, Assistant Professor, Saint Louis University
- Thomas Kerber, LUTCF - Principal, Insurance & Benefits Group, LLC

- Jay Nixon, Governor, State of Missouri

- **David Pearce**, Chair, Senate Education Committee, Missouri Senate

MONTANA

- Elsie Arntzen, Member, Senate Education Committee, Montana Senate
- **Steve Bullock**, Governor, State of Montana
- Elly Driggers, Kindergarten Teacher, Central Elementary School
- Denise Juneau, Superintendent of Public Instruction, Montana Office of Public Instruction
- Debra Lamm, Vice Chair, House Education Committee, Montana House of Representatives
- Carmen Cornelius Taylor, Dean of Academic Affairs, Aaniiih Nakoda College
- Mike Thiel, Math Teacher, Flathead High School

NEBRASKA

- Roy Baker, Senator, Nebraska Legislature
- Michael Baumgartner, Executive Director, Nebraska Coordinating Commission for Postsecondary Education
- Matthew Blomstedt, Commissioner of Education, Nebraska Department of Education
- **John Bonaiuto**, Government Relations, Nebraska Association of School Boards
- Pete Ricketts, Governor, State of Nebraska
- Jim Scheer, Senator, Nebraska Legislature
- Kate Sullivan, Chair, Education Committee, Nebraska Legislature

NEVADA

- Carolyn Edwards, Member, Board of School Trustees, Clark County School District
- Aaron D. Ford, Senate Minority Leader, Nevada Senate
- Becky Harris, Chair, Senate Education Committee, Nevada Senate
- Randy Kirner, Member, Nevada Assembly
- **Brian Sandoval**, Governor, State of Nevada
- Robin Titus, Member, Nevada Assembly
- Michael B. Wixom, Vice Chair, Board of Regents, Nevada System of Higher Education

NEW HAMPSHIRE

- Virginia Barry, Commissioner of Education, New Hampshire Department of Education
- Kathryn Dodge, Principal, Dodge Advisory Group, LLC
- Maggie Hassan, Governor, State of New Hampshire
- Tom Horgan, President & CEO, New Hampshire College and University Council
- Daphne Kenyon, Principal, D.A. Kenyon & Associates
- Mel Myler, Member, House Education Committee, New Hampshire House of Representatives
- **Nancy Stiles**, Vice Chair, Senate Education Committee, New Hampshire Senate

NEW JERSEY

- Chris Christie, Governor, State of New Jersey
- Susan Cole, President, Montclair State University
- Patrick Diegnan, Jr., Deputy Speaker and Chair, Assembly Education Committee, New Jersey Assembly
- Kristin Hennessy, Teacher, Brielle Elementary School
- Peter Renwick, Principal, Westfield High School
- **Shirley Turner**, Senator, New Jersey Senate

NEW MEXICO

- Gayle Dean, Executive Director, San Juan College Foundation
- Viola Florez, Professor and Endowed Chair, College of Education, University of New Mexico
- Susana Martinez, Governor, State of New Mexico
- Sharon Morgan, Past President, National Education Association of New Mexico
- **Dennis Roch**, Deputy Chair, House Education Committee, New Mexico House of Representatives
- John Sapien, Chair, Senate Education Committee, New Mexico Senate

NEW YORK

- Andrew Cuomo, Governor, State of New York
- **Johanna Duncan-Poitier**, Senior Vice Chancellor of Community Colleges & the Education Pipeline, State University of New York
- John Flanagan, Chair, Senate Education Committee, New York Senate
- Bethaida Gonzalez, Dean, University College, Syracuse University

NORTH CAROLINA

- Mark Edwards, Superintendent, Mooresville Graded School District
- **Craig Horn**, Chair, House Appropriations Committee on Education, North Carolina House of Representatives
- Robert Landry, President, Choice Growth
- Donald L. Martin, Jr., Professor of Education, High Point University
- Pat McCrory, Governor, State of North Carolina
- Lucy Roberts, Executive Director, Race to the Top, North Carolina Governor's Office
- Dan Soucek, Co-Chair, Senate Education & Higher Education Committee; Co-Chair, Senate Appropriations--Education & Higher Education Committee, North Carolina Senate

NORTH DAKOTA

- Mike Bitz, Superintendent, Mandan Public School District
- Aimee Copas, Executive Director, North Dakota Council of Educational Leaders
- Jack Dalrymple, Governor, State of North Dakota
- Jack Maus, Superintendent, Grafton Public Schools
- Mike Nathe, Chair, House Education Committee, North Dakota House of Representatives
- Nicole Poolman, Senator, North Dakota Senate

- **Donald Schaible**, Member, Senate Education Committee, North Dakota Senate

OHIO

- John Kasich, Governor, State of Ohio

OKLAHOMA

- Ann Coody, Member, House Common Education Committee, Oklahoma House of Representatives
- **Mary Fallin**, Governor, State of Oklahoma
- Joy Hofmeister, State Superintendent of Public Instruction, Oklahoma Department of Education
- Glen Johnson, Chancellor, Oklahoma State Regents for Higher Education
- Marcelle Mack, Director, Oklahoma State Board of Career and Technical Education
- Michael Rogers, State Representative, Oklahoma House of Representatives
- Jason Smalley, Vice Chair, Appropriations Subcommittee on Education, Oklahoma Senate

OREGON

- Lee Beyer, Member, Education and Workforce Development Committee, Oregon Senate
- **Ben Cannon**, Executive Director, Oregon Higher Education Coordinating Commission
- Joe Gallegos, Oregon House of Representatives
- Mark Johnson, Member, Higher Education and Workforce Development Committee, Oregon House of Representatives
- Jeff Kruse, Member, Education and Workforce Development Committee, Oregon Senate

PENNSYLVANIA

- Andrew Dinniman, Minority Chair, Senate Education Committee, Pennsylvania Senate
- Nichole Duffy, Senior Education Advisor, Pennsylvania House of Representatives
- James Roebuck, Jr., Democratic Chair, House Education Committee, Pennsylvania House of Representatives
- Stan Saylor, Chair, House Education Committee, Pennsylvania House of Representatives
- Lloyd Smucker, Chair, Senate Education Committee, Pennsylvania State Senate
- **David Volkman**, Executive Deputy Secretary to the Secretary of Education, Pennsylvania Department of Education
- Tom Wolf, Governor, State of Pennsylvania

PUERTO RICO

- Alejandro Garcia Padilla, Governor, Commonwealth of Puerto Rico
- Jennifer Gonzalez-Colon, Representative, Puerto Rico House of Representatives
- Rafael Roman Melendez, Secretary of Education, Puerto Rico Department of Education
- Angel Rosa Rodriguez, Chair, Government Affairs, Government Efficiency and Economic Innovation Committee, Puerto Rico Senate

SOUTH CAROLINA

- Nikki Haley, Governor, State of South Carolina
- Robert Hayes, Jr., Member, Education Committee, South Carolina Senate
- Larry Kobrovsky, Former Member, State Board of Education, South Carolina Department of Education
- **Garrison Walters**, Executive Director, South Carolina Higher Education Foundation

SOUTH DAKOTA

- Dennis Daugaard, Governor, State of South Dakota
- Rick Melmer, Director, Leadership South Dakota
- **Melody Schopp**, Secretary of Education, South Dakota Department of Education
- Jacqueline Sly, Chair, House Education Committee, South Dakota House of Representatives
- Deb Soholt, Chair, Senate Education Committee, South Dakota Senate
- Tony Venhuizen, Chief of Staff, Office of the Governor, State of South Dakota

TENNESSEE

- Harry Brooks, Chair, House Education Committee, Tennessee House of Representatives
- John DeBerry, Representative, Tennessee House of Representatives
- **Dolores Gresham**, Chair, Senate Education Committee, Tennessee Senate
- Tammy Grissom, Executive Director, Tennessee School Boards Association
- Bill Haslam, Governor, State of Tennessee
- Claude Pressnell, Jr., President, Tennessee Independent Colleges and Universities Association
- Lana Seivers, Dean, College of Education, Middle Tennessee State University

TEXAS

- Greg Abbott, Governor, State of Texas
- Dan Branch, Attorney, Winstead PC
- Rob Eissler, President, Eissler and Associates
- **Mike Morath**, Commissioner of Education, Texas Education Agency
- Raymund Paredes, Commissioner of Higher Education, Texas Higher Education Coordinating Board

- Florence Shapiro, Former State Senator
- Royce West, Member, Education Committee, Texas Senate

UTAH

- Francis Gibson, Member, House Education Committee, Utah House of Representatives
- Gary Herbert, Governor, State of Utah
- Tami Pyfer, Education Advisor, Office of the Governor, State of Utah
- **Howard Stephenson**, Senate Chair, Public Education Appropriations Subcommittee, Utah Senate

VERMONT

- Peter Shumlin, Governor, State of Vermont

VIRGIN ISLANDS

- Angeli Ferdschneider, Education Policy Advisor, U.S. Virgin Islands
- **Donna Frett-Gregory**, CFO, Virgin Islands Port Authority
- David Hall, President, University of the Virgin Islands
- Kenneth Mapp, Jr., Governor, U.S. Virgin Islands
- Nereida Rivera O'Reilly, Member, Committee on Education and Workforce Development, Virgin Islands Senate

VIRGINIA

- Artur Davis, Former U.S. Representative
- Antione Green, Chairman, Southside Community and Housing Development
- Patricia A. Harvey, Retired University Administrator
- Stephen Martin, Chair, Senate Education and Health Committee, Virginia Senate
- Terry McAuliffe, Governor, Commonwealth of Virginia
- **Patricia Wright**, Former Virginia Superintendent of Public Instruction

WEST VIRGINIA

- Amelia Courts, President/CEO, The Education Alliance
- Paul Hill, Chancellor, West Virginia Higher Education Policy Commission
- Michael Martirano, State Superintendent of Schools, West Virginia Department of Education

- David Perry, Delegate, West Virginia House of Delegates
- **Robert Plymale**, Senator, West Virginia Senate
- Earl Ray Tomblin, Governor, State of West Virginia
- Jan Vineyard, President, West Virginia Oil Marketers & Grocers Association

WISCONSIN

- Tony Evers, Superintendent, Wisconsin Department of Public Instruction
- Tracie Happel, Assistant Center Director, School District of La Crosse
- Demond Means, Superintendent, Mequon-Thiensville School District
- **Luther Olsen**, Chair, Senate Education Committee, Wisconsin Senate
- John Reinemann, Executive Secretary, Wisconsin Higher Educational Aids Board
- Scott Walker, Governor, State of Wisconsin

WYOMING

- **Jillian Balow**, State Superintendent of Public Instruction, Wyoming Department of Education
- Matt Mead, Governor, State of Wyoming
- David Northrup, Chair, House Education Committee, Wyoming House of Representatives
- James Rose, Executive Director, Wyoming Community College Commission
- Rachel Rubino, Case Manager, Albany County School District
- Kathy Vetter, President, Wyoming Education Association
- Jeff Wasserburger, Senator, Wyoming Senate

PARTNERS

PLATINUM

- Alliance for Early Success
- Bill & Melinda Gates Foundation
- GE Foundation
- Great Lakes Higher Education Corporation & Affiliates
- Lumina Foundation
- Strada Education Network (formerly USA Funds)
- Walton Family Foundation

GOLD

- ACT
- AdvancED
- AT&T
- Pearson
- State Farm Foundation
- Scholastic Corporation

SILVER

- AVID
- BloomBoard
- College Board
- ETS
- KnowledgeWorks
- MetaMetrics
- Measured Progress
- Microsoft
- National Association of Charter School Authorizers
- Questar
- Renaissance Learning
- SAS

2016 BUDGET AND FINANCIAL SUMMARY

Statement of financial position for year ending Dec. 31, 2016. *unaudited

Income Statement

Revenues

GRANTS/CONTRACTS	\$4,487,227
SPONSORSHIP FUNDING/REGISTRATION	\$851,675
STATE FEES	\$2,538,209
GAINS/LOSS - INVESTMENTS	\$156,389
OTHER	\$17,547
TOTAL REVENUE	\$8,051,047

Expenses

SALARIES AND BENEFITS	\$3,890,998
OTHER OPERATING EXPENSES	\$3,744,206
TOTAL EXPENSES	\$7,635,204

Balance Sheet

Assets

CURRENT ASSETS	\$4,581,921
PROPERTY, PLANT AND EQUIPMENT	\$381,899
ENDOWMENT	\$2,218,360
TOTAL ASSETS	\$7,182,180

Liabilities

CURRENT LIABILITIES	\$156,805
ACCRUALS	\$373,691
DEFERRED REVENUE	\$273,684
TOTAL LIABILITIES	\$804,180

Net Assets

INVESTED IN CAPITAL ASSETS	\$381,899
OPERATING RESERVE	\$1,052,726
TEMPORARILY RESTRICTED	\$1,612,262
ENDOWMENT	\$2,218,360
UNRESTRICTED	\$1,112,753
TOTAL NET ASSETS	\$6,378,000