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

We are:

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

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

**ECS Commissioners:**

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

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**2011 ECS Products**

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


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2011–13 *ECS Chair:* Colorado Governor John Hickenlooper

*ECS President:* Roger Sampson

700 Broadway, Suite 810

Denver, CO 80203-3442

303.299.3600

303.296.8332 fax

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[www.ecs.org](http://www.ecs.org) || [ecs@ecs.org](mailto:ecs@ecs.org)
The purpose of the Compact for Education

1. Establish and maintain close cooperation and understanding among executive, legislative, professional, educational and lay leadership on a nationwide basis at the state and local levels

2. Provide a forum for the discussion, development, crystallization and recommendation of public policy alternatives in the field of education

3. Provide a Clearinghouse of information on matters relating to educational problems and how they are being met in different places throughout the nation, so that the executive and legislative branches of state government and of local communities may have ready access to the experience and record of the entire country, and so that both lay and professional groups in the field of education may have additional avenues for the sharing of experience and the interchange of ideas in the formation of public policy in education

4. Facilitate the improvement of state and local education systems so that all of them will be able to meet adequate and desirable goals in a society which requires qualitative and quantitative advance in educational opportunities, methods and facilities.

The role of ECS member states and Commissioners

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

The role of the ECS President in the Commission

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

The role of ECS Employees in the Commission

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

- **Message from Governor John Hickenlooper, ECS Chair**  
- **Message from ECS President Roger Sampson**
- **2011 ECS Officers & Committee Members**
  - Executive Committee
  - Finance, National Forum and Nominating Committees
  - Steering Committee
  - ECS Commissioners by State
- **2011 Performance Reports**
  - Early Learning Program
  - Information Clearinghouse
  - National Center for Learning & Citizenship (NCLC)
  - Postsecondary Education & Workforce Development Institute
  - Teaching Quality & Leadership Institute
- **ECS Meetings and Events**
  - ECS National Forum on Education Policy
  - ECS Award Winners
  - 2011 ECS Meetings
- **ECS Corporate Partners**
- **Financial Reports**
  - Statement of Financial Position
  - Statement of Revenues, Expenses and Change in Net Assets
  - Statement of Foundation, Corporation and Government Agency Support

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

Dear Colleagues,

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

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

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

Sincerely,

John Hickenlooper
Governor of Colorado
2011-13 ECS Chair

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

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

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

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

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

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

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

Best Regards,

Roger Sampson
President, Education Commission of the States

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

Chair
Richard Rhoda
Executive Director
Tennessee Higher Education Commission

Vice Chair
Barbara Cegavske
Member, Education Committee
Nevada Senate

John Bonaiuto
Executive Director
Nebraska Association of School Boards

Diane DeBacker
Commissioner of Education
Kansas Department of Education

Adrienne Jones
Speaker Pro Tem
Maryland House of Delegates

NATIONAL FORUM PLANNING COMMITTEE

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Thomas Horgan
President and CEO
New Hampshire College and University Council

Vice Chair
George Pernsteiner
Chancellor
Oregon University System

John Foster
Owner
Habersham Broadcasting Co. (Georgia)

Mary Poling
Chair, Education Committee
West Virginia House of Delegates

Patricia Wright
Superintendent of Public Instruction
Virginia Department of Education

NOMINATING COMMITTEE

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Barbara Clark
Member, Education Committee
New York Assembly

Vice Chair
David Sokola
Chair, Education Committee
Delaware Senate

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

Joseph U. Meyer
Secretary
Kentucky Education and Workforce Development Cabinet

Luther Olsen
Chair, Education Committee
Wisconsin Senate

Members of the ECS Executive Committee (from left): Barbara Clark, ECS President Roger Sampson, ECS Vice Chair Rae Ann Kelsch, ECS Chair John Hickenlooper, Diane DeBacker, ECS Treasurer Richard Rhoda, and Luther Olsen.
2011 ECS ANNUAL REPORT

STEERING COMMITTEE OFFICERS

Chair, 2011-13
John Hickenlooper
Governor
Colorado

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

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

STEERING COMMITTEE MEMBERS

ALABAMA: Stephanie Bell, Member, Alabama State Board of Education

ALASKA: Mike Hanley, Commissioner of Education

AMERICAN SAMOA: Evelyn Godinet, Principal, Manumalo Baptist School

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

CALIFORNIA: Wilmer Amina Carter, Assembly Member

COLORADO: John Hickenlooper, Governor

CONNECTICUT: Andrew Fleischmann, House Chair, Education Committee

DELAWARE: David Sokola, Chair, Senate Education Committee

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

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

GEORGIA: Freddie Powell Sims, State Senator

HAWAII: Roy Takumi, Chair, House Education Committee

IDAHO: John Andreason, State Senator

ILLINOIS: Christopher Koch, State Superintendent of Education

INDIANA: Dennis Kruse, Chair, Senate Education and Career Development Committee

IOWA: Daryl Beall, State Senator

KANSAS: Diane DeBacker, Commissioner of Education

KENTUCKY: Joseph U. Meyer, Secretary, Kentucky Education and Workforce Development Cabinet

MARYLAND: Adrienne Jones, House Speaker Pro Tem

MASSACHUSETTS: Mitchell Chester, Commissioner of Education

MICHIGAN: Michael Flanagan, Superintendent of Public Instruction

MINNESOTA: Gen Olson, Chair, Senate Education Committee

MISSISSIPPI: Tom Burnham, State Superintendent

MISSOURI: David Pearce, Chair, Senate Education Committee

MONTANA: Denise Juneau, Superintendent of Public Instruction

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

NEVADA: Barbara Cegavske, State Senator

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

NEW JERSEY: Shirley Turner, State Senator

NEW MEXICO: Rick Miera, Chair, House Education Committee

NEW YORK: Barbara Clark, Assemblywoman

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

NORTH DAKOTA: Rae Ann Kelsch, Chair, House Education Committee

OHIO: Deborah Delisle, former Superintendent of Public Instruction

OKLAHOMA: Phyllis Hudecki, Secretary of Education

OREGON: George Pernsteiner, Chancellor, Oregon University System

PENNSYLVANIA: James Roebuck, Minority Chair, House Education Committee

PUERTO RICO: Lucy Arce Ferrer, State Senator

SOUTH CAROLINA: Garrison Walters, Executive Director, South Carolina Commission on Higher Education

SOUTH DAKOTA: Jack Warner, Executive Director and CEO, South Dakota Board of Regents

TENNESSEE: Richard Rhoda, Executive Director, Tennessee Higher Education Commission

TEXAS: Robert Scott, Commissioner of Education

UTAH: Christine Kearl, Education Deputy, Office of the Governor

VIRGIN ISLANDS: LaVerne Terry, Commissioner of Education

VIRGINIA: Patricia Wright, Superintendent of Public Instruction

WEST VIRGINIA: Mary Poling, Chair, House Education Committee

WISCONSIN: Luther Olsen, Chair, Senate Education Committee

WYOMING: Rollin Abernethy, Associate Provost and Professor, University of Wyoming

as of December 31, 2011
ALABAMA
Robert Bentley, Governor
Stephanie Bell, Member, Alabama State Board of Education
Dick Brewbaker, Chair, Senate Education Committee
Mac Gipson, State Representative
Sally Howell, Executive Director, Alabama Association of School Boards
Richard Lindsey, State Representative
Caroline Novak, President, A+ Education Partnership

ALASKA
Sean Parnell, Governor
Esther Cox, Chair, Alaska State Board of Education and Early Development
Bettye Davis, Vice Chair, Senate Education Committee
Carl Gatto, State Representative
Mike Hanley, Commissioner of Education
Carl Rose, Executive Director, Association of Alaska School Boards
Karl Wing

AMERICAN SAMOA
Toigla Tualafono, Governor
Viane Etuale, Director, Office of Catholic Education
Evelyn Godinet, Principal, Manumalo Baptist School
Reverend Tafailematagi Musau, President, Kanana Fou Theological Seminary
Alo P. Stevenson, Chair, Senate Education Committee
Lemapu Suaunoa Talo, Chair, House Education Committee

ARIZONA
Doris Goodale, Chair, House Education Committee
Linda Gray, Vice Chair, Senate Education Accountability and Reform Committee
Franklin Pratt, State Representative

ARKANSAS
Mike Beebe, Governor
Gilbert Baker, Chair, ALC Higher Education Committee
Terri Hardy, Educational Consultant, E2E Educational Consulting
Kaneaster Hodges, Member, Arkansas Higher Education Coordinating Board
Calvin Johnson, Dean, School of Education, University of Arkansas at Pine Bluff
Tom Kimbrell, Commissioner, Arkansas Department of Education

CALIFORNIA
Edmund Brown, Governor
Elaine Alquist, State Senator
Wilmer Amina Carter, Assembly Member
Jack O’Connell, former State Superintendent of Education
Kent Wong, Director, Center for Labor Research and Education, University of California-Los Angeles

COLORADO
John Hickenlooper, Governor
Joe Garcia, Lieutenant Governor and Executive Director, Colorado Department of Higher Education
Robert Hammond, Commissioner of Education
Evie Hudak, State Senator
Beverly Ingle, President, Colorado Education Association
Andrew Kerr, State Representative
Jamie Van Leeuwen, Senior Policy Advisor, Office of the Governor

CONNECTICUT
Dannel Malloy, Governor
Cheryl Dickinson, Professor, Southern Connecticut State University
Andrew Fleischmann, House Chair, Education Committee
Adam Liegeot, Press Secretary, Senate Republicans
Mark McQuillan, former Commissioner of Education
Betty Sternberg, Professor, Central Connecticut State University

DELWARE
Jack Markell, Governor
Lillian Lowery, Secretary of Education
Jennifer Ranji, Education Policy Advisor, Office of the Governor
Daniel Rich, Provost, University of Delaware
Teresa Schooley, Chair, House Education Committee
David Sokola, Chair, Senate Education Committee
James Wolfe, President and CEO, Delaware State Chamber of Commerce

DISTRICT OF COLUMBIA
Vincent Gray, Mayor, District of Columbia
Joseph Askew, Jr., President, University of the District of Columbia Board of Trustees
Kwame Brown, Chair, Council of the District of Columbia
Hosanna Mahaley, State Superintendent of Education
Allen Sessoms, President, University of the District of Columbia
Ted Trabue, President, District of Columbia Board of Education

FLORIDA
Rick Scott, Governor
Erik Fresen, Chair, House K-20 Competitiveness Subcommittee
Frances Haithcock, Chair, Senate Higher Education Appropriations Subcommittee
Kelli Stargel, Chair, House K-20 Innovation Subcommittee
Stephen Wise, Chair, Senate Education Pre-K-12 Committee

GEORGIA
Nathan Deal, Governor
John Barge, State Superintendent of Schools
John Foster, Owner, Habersham Broadcasting Co.
Hank M. Huckaby, Chancellor, University System of Georgia
Edward Lindsey, State Representative
William S. Schofield, Superintendent, Hall County School District

HAWAII
Neil Abercrombie, Governor
Ann Botticelli, private citizen
Kathryn Matayoshi, Superintendent of Education
J.N. Musto, Executive Director, University of Hawaii Professional Assembly
Roy Takumi, Chair, House Education Committee
Jill Tokuda, Chair, Senate Education Committee
Dale Webster
IDaho
C.L. Otter, Governor
John Andreason, State Senator
John Goedere, Chair, Senate Education Committee
David Hawk
Bob Nonini, Chair, House Education Committee

Illinois
Pat Quinn, Governor
Andrea Brown, Board Member, Illinois State Board of Education
Ed Geppert, President, Illinois Federation of Teachers
Christopher Koch, State Superintendent of Education
Kevin McCarthy, State Representative
George Reid, Executive Director, Illinois Board of Higher Education

Indiana
Mitch Daniels, Governor
Dennis Kruse, Chair, Senate Education and Career Development Committee
Phyllis Pond, State Representative
Earline Rogers, State Senator

Iowa
Terry Branstad, Governor
Daryl Beatt, State Senator
Nancy Boettger, State Senator
Josh Byrnes, State Representative
Linda Fandel, Special Assistant for Education, Office of the Governor
Jason Glass, Director, Iowa Department of Education
Cindy Winckler, State Representative

Kansas
Sam Brownback, Governor
John Allison, Superintendent, Wichita Public Schools
Sally Cauble, Board Member, Kansas State Board of Education
Diane DeBacker, Commissioner of Education
Christine Downey-Schmidt, Regent, Kansas Board of Regents
Ronald Ryckman, State Representative
Jean Schodor, Chair, Senate Education Committee

Kentucky
Steven Beshear, Governor
Gary Cox, President, Association of Independent Kentucky Colleges and Universities
Bonnie Freeman, former member, Board of Regents
Joseph U. Meyer, Secretary, Kentucky Education and Workforce Development Cabinet
William Phillips, Dean, University of Eastern Kentucky
Carl Rollins, Chair, House Education Committee
Kenneth Winters, Chair, Senate Education Committee

Louisiana
Bobby Jindal, Governor
Austin Badon, Chair, House Education Committee
Andre Coudrain, Attorney at Law
Ben Nevers, Chair, Senate Education Committee
Phyllis Taylor, Chair and President, Patrick F. Taylor Foundation
Paul Vallas, Superintendent, Louisiana Recovery School District
John White, State Superintendent of Education

Maine
Paul LePage, Governor
Duke Albanese, Senior Policy Advisor, Great Schools Partnership
John Fitzsimmons, President, Maine Community College System
Constance Goldman, private citizen
Brian Langley, Senate Chair, Joint Standing Committee on Education and Cultural Affairs
David Richardson, House Chair, Joint Standing Committee on Education and Cultural Affairs

Maryland
Martin O’Malley, Governor
Patricia Foerster, Education Policy Advisor, Office of the Governor
Danette G. Howard, Interim Secretary of Higher Education
Adrienne Jones, House Speaker Pro Tem
DeLores Kelley, State Senator
Bernard Sadusky, Interim State Superintendent
Martha Smith, President, Anne Arundel Community College

Massachusetts
Maura Banta, Corporate Community Relations Manager, IBM Corporation
Mitchell Chester, Commissioner of Education
Richard Freeland, Commissioner of Higher Education
Sherri Killins, Commissioner of Early Education and Care
Paul Reville, Secretary of Education
Jack Wilson, Professor Emeritus, University of Massachusetts

Michigan
Rick Snyder, Governor
Nancy Danhof, Member, Michigan State Board of Education
Kellie Dean, President/CEO, Dean Transportation Headquarters
Michael Flanagan, Superintendent of Public Instruction
Phil Pavlov, Chair, Senate Education Committee
Paul Scott, Chair, House Education Committee
Greg Tedder, Strategic Advisor, Office of the Governor

Minnesota
Mark Dayton, Governor
Brenda Cassellius, Commissioner of Education
Jim Davnie, State Representative
Pat Garofalo, Chair, House Education Finance Committee
Gen Olson, Chair, Senate Education Committee
Charles Wiger, State Senator
Sheila Wright, former Director, Minnesota Office of Higher Education

Mississippi
Haley Barbour, Governor
Hank Bounds, Commissioner of Higher Education
Cecil Brown, Chair, House Education Committee
Kelvin Buck, Chair, House Universities and Colleges Committee
Tom Burnham, State Superintendent
Videt Carmichael, Chair, Senate Education Committee
Perry Lee, Chair, Senate Universities and Colleges Committee

Missouri
Jay Nixon, Governor
Patrick Gaddell, Attorney at Law
Thomas Kerber, Principal, Insurance & Benefits Group, LLC
David Pearce, Chair, Senate Education Committee
Tina Zubeck, School-Community Relations, Platte County R-3 School District
### Montana
- **Governor**: Brian Schweitzer
- **Superintendent**: Denise Juneau
- **Flathead Valley Community College President**: Jane Karas
- **State Representative**: Sue Malek
- **Secretary of State**: Linda McCulloch
- **Academic Vice President**: Carmen Taylor

### Nebraska
- **Governor**: David Heineman
- **Chair, Senate Education Committee**: Greg Adams
- **Executive Director**: John Bonaudo
- **Commissioner of Education**: Roger Breed
- **President, Nebraska State Education Association**: Nancy Fulton
- **State Senator**: John Harms
- **State Senator**: Gwen Howard

### Nevada
- **Governor**: Brian Sandoval
- **State Senator**: Shirley Breeden
- **State Senator**: Barbara Cegavske
- **Superintendent**: Dwight Jones
- **Assemblymember**: Marilyn Dondro Loop
- **Assemblymember**: Dina Neal
- **Community Relations & External Affairs Representative**: Valerie Weber

### New Hampshire
- **Governor**: John Lynch
- **Commissioner of Education**: Virginia Barry
- **Office of the President**: Kathryn Dodge
- **President & CEO**: Thomas Horgan
- **State Representative**: Laura Jones
- **Board Member**: Daphne Kenyon
- **Chair, Senate Education Committee**: Nancy Stiles

### New Jersey
- **Governor**: Chris Christie
- **School Administrator**: Christian Angelillo
- **Assistant Superintendent**: Randy Beverly
- **President**: Susan Cole
- **Chair, Assembly Education Committee**: Patrick Diegnan
- **State Senator**: Kristin Hennessy
- **State Senator**: Shirley Turner

### New Mexico
- **Governor**: Susana Martinez
- **Executive Director**: Gayle Dean
- **Interim Provost**: Viola Florez
- **Chair**: Rick Miera
- **President**: Sharon Morgan
- **Chair, Senate Education Committee**: Cynthia Nava

### New York
- **Governor**: Andrew Cuomo
- **Assemblywoman**: Barbara Clark
- **Vice Chancellor for Community Colleges**: Johanna Duncan-Poilier
- **State University of New York**: John Flanagan
- **Chair, Senate Education Committee**: Bethaida Gonzalez
- **Dean, Syracuse University**: John B. King, Jr.

### North Carolina
- **Governor**: Beverly Perdue
- **State Senator**: Daniel Blue
- **Chair, North Carolina State Board of Education**: William Harrison
- **State Representative**: Margaret Jeffus
- **Retired Superintendent**: Robert Landry
- **Howard Lee**: Howard Lee
- **President**: Marvin Lucas

### North Dakota
- **Governor**: Jack Dalrymple
- **Superintendent**: Rick Buresh
- **Executive Director**: Doug Johnson
- **Chair, House Education Committee**: Rae Ann Kelsch
- **Superintendent**: Jack Maudsley
- **Century High School**: Donald Schaible

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

### Oklahoma
- **Governor**: Mary Fallin
- **State Superintendent of Public Instruction**: Janet Barresi
- **Chair, Senate Education Committee**: Ann Coody
- **Chair, Senate Education Committee**: John Ford
- **Secretary of Education**: Phyllis Hudecki
- **Chancellor**: Glen Johnson
- **former State Senator**: Kathleen Wilcoxson

### Oregon
- **Superintendent**: Susan Castillo
- **Co-Chair, House Education Subcommittee**: Michael Dembrow
- **Chair, Senate Education and General Government Committee**: Jeff Kruse
- **Chancellor**: George Perstein
- **Assistant Superintendent**: James Sager
- **State Representative**: Gene Whisnant
For a current list of commissioners and their titles, please see: www.ecs.org/commissioners.
Purpose and scope
To increase understanding and commitment to PreK-3.

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

Outcomes:

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

Disseminated best practices, innovative ideas and policies
- To make the database on state kindergarten statutes and the Early Learning section on the ECS website more accessible and informative, staff reorganized the site structure and updated resources on a broad scale.
- Loaded PreK-Now archives onto the ECS website to assure accessibility on an on-going basis.
- Co-sponsored a webinar with PreK-Now on teacher effectiveness, attended by stakeholders from across the country.
- Facilitated a session on PreK-3 at the PreK-Now National Partners meetings.
- Worked with the Colorado Early Childhood Leadership Commission on governance and facilitated a session to consider options.
- Provided consultation and technical assistance to the Colorado Office of Lt. Governor Joe Garcia on development of an early learning plan. Developed recommendations and offered comments on Colorado’s technology and literacy effort spearheaded by Governor John Hickenlooper.
Purpose and scope
Help state leaders access the research and information they need to make the best decisions possible—across the P-20 spectrum.

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

Outcomes

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

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

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

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

Goals and Objectives

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

Outcomes

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

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

Participated in numerous education policy discussions and events

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

Developed and adopted a new strategic plan for the center

- Focuses NCLC work on engaging state policymakers
- Reaffirms NCLC’s commitment to civic education and service-learning
Continued to implement the Schools of Success Network

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

**FEEDBACK**

“Having time to discuss with our team and with other teams enabled us to enlarge our thinking and come to a new/stronger understanding of how to proceed.”
Schools of Success Showcase Participant

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

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

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

2011 Projects
Getting Past Go
With support from the Lumina Foundation for Education, the Postsecondary Education and Workforce Development Institute worked closely with state leaders to develop new policies and strategies to transform remedial education at public postsecondary institutions into an effective strategy for increasing college completion rates.

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

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

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

2011 Outcomes:

- Provided technical assistance to more than 30 legislators from more than 20 states on efforts to increase college completion.
- Hosted 25 legislators at a workshop on college completion in December, 2011.
- Made state visits to Arizona, Arkansas, Kentucky, Michigan, New Hampshire, New Mexico, North Dakota, Oklahoma, Pennsylvania, and Wisconsin.
- Developed a state policy database that tracks legislative actions on college completion and workforce alignment across all 50 states.
- Developed online profiles and customized data and policy profiles for more than 20 states. These profiles highlight current postsecondary completion and economic data to identify areas of needs in states and propose possible policy remedies that states should explore as they seek to both increase college completion and improve their state economies.
Purpose and scope
Provide state policymakers and education leaders with high-caliber information to advance the quality of teaching and leadership. Subject areas include, but are not limited to:

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

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

Outcomes

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

Participants of the Teacher Leader Model Standards concurrent session at the 2011 National Forum.
The purpose of the ECS National Forum is to facilitate collaboration, the exchange of ideas among states, and long-range strategic thinking.

2011 Ecs National Forum On Education Policy

Denver, Colorado :: July 6-8, 2011

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

Breakdown of the 2011 National Forum Attendees

Comments about the 2011 Forum

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

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

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

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

“Topics were very relevant!”

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

Ted Kolderie
Co-founder of Education|Evolving

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

Frank Newman Award for State Innovation

New England Secondary School Consortium

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

Corporate Award

ExxonMobil

For involvement in designing, developing and funding national and grassroots efforts to encourage more students to prepare for careers in science, technology, engineering, and math (STEM), and to prepare teachers to teach STEM effectively.
**Academy for Governors’ Education Policy Advisors (GEPAs)**

*Denver, Colorado :: January 21-22, 2011*

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

**National Service-Learning Conference**

*Atlanta, Georgia :: April 2011*

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

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

**Transforming Remediation to Increase College Completion Webinar**

*April 5, 2011*

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

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

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

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

**Schools of Success Showcase**

*Nashville, Tennessee :: May 4-6, 2011*

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

**Measuring Return on Investment in Higher Education Webinar**

*May 12, 2011*

Hosted by ECS’ Bruce Vandal and NCHEMS’ Patrick Kelly, the webinar explored how states can measure the impact of their postsecondary investments and use data to make informed policy decisions. By considering current postsecondary capacity and future workforce projections, state policymakers can develop policies and strategies to meet current and projected needs.
Reaping Reward from Readiness P-20 (pre-National Forum workshop)

Denver, Colorado :: July 6, 2011
This two-part workshop looked in depth at the “P” part of P-20. In the first half, participants learned about the Colorado story and gained insights from experts on how policy can enhance deeper learning across P-3. Speakers included: Virginia Maloney, Director, Marsico Institute for Early Learning and Literacy at the University of Denver; Barbara O’Brien, Senior Fellow at the Piton Foundation; Diane Price, President and CEO, Early Connections Learning Centers of Colorado; and Gerrit Westervelt, Executive Director, The BUILD Initiative, Colorado. Part two of the workshop focused on the importance of intellectual goals in the early years, putting them in the context of academic skills, and the role of play in early development. The featured speaker was Lilian Katz, Professor Emerita, University of Illinois at Urbana-Champaign.

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

Denver, Colorado :: July 11, 2011
The workshop brought together state policymakers and experts to showcase the best state postsecondary system strategies for leveraging remedial education investments to increase college success.

Turning Around Failure for Severely Underprepared Students Online Jam

August 4, 2011
Hosted by ECS’ Getting Past Go project, the jam addressed the needs of students who are placed into remedial courses two to three levels below the introductory college course. Participants offered their opinions on how to define the size of this population and how to implement strategies that improve the odds of these students completing a postsecondary credential.

ECS Commissioners Meeting

Denver, Colorado :: December 7-8, 2011
The 2011 ECS Commissioners meeting provided a look ahead on issues from pre-K to postsecondary. Presenters shared some eye-opening statistics on the evolution of jobs and gaps in the skills of graduates and other potential employees. Participants also heard about the need to invest in civic engagement and ensure that youngest children transition to and succeed in the earliest grades.
The Education Commission of the States would like to thank the following yearlong corporate partners for their generous contributions to ECS and the National Forum.
## ASSETS

### CURRENT ASSETS

<table>
<thead>
<tr>
<th>Item</th>
<th>2011</th>
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<td>Cash and cash equivalents</td>
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<td>Grants and contracts receivable</td>
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<td>Other accounts receivable</td>
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<td>Prepaid expenses</td>
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<td><strong>TOTAL CURRENT ASSETS</strong></td>
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### PROPERTY AND EQUIPMENT, at cost, less accumulated depreciation and amortization

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<td>Others</td>
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<tr>
<td>Investments</td>
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<td><strong>TOTAL ASSETS</strong></td>
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## LIABILITIES

### CURRENT LIABILITIES

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<td>Accounts payable</td>
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<td>Accrued liabilities</td>
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<tr>
<td>Vacation</td>
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<td>Payroll and benefits</td>
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<td>Deferred revenue</td>
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<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td><strong>2,740,809</strong></td>
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**TOTAL LIABILITIES**                               | **$ 2,740,809** |

## NET ASSETS

### NET ASSETS

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<td>Invested in capital assets</td>
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<tr>
<td>Unrestricted</td>
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<td><strong>TOTAL NET ASSETS</strong></td>
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### OPERATING REVENUES

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<tr>
<th>Source</th>
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<tr>
<td>Grants and contracts</td>
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<tr>
<td>Foundation funding</td>
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<td>Federal funding</td>
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<td>Contract funding</td>
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<td>State fees</td>
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<td>Registration fees and corporate sponsorships</td>
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<td>Publications and subscriptions</td>
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<td>Other</td>
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### OPERATING EXPENSES

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<td>Information clearinghouse</td>
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<td>State services</td>
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<td>Executive/administration</td>
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<td><strong>TOTAL OPERATING EXPENSES</strong></td>
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**OPERATING INCOME**

- $728,970

### NONOPERATING REVENUES (EXPENSES)

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<tr>
<th>Source</th>
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<td>Net realized/unrealized gain on investments</td>
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<td>Interest and dividends</td>
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**CHANGE IN NET ASSETS**

- $761,512

**NET ASSETS, BEGINNING OF PERIOD**

- $3,113,737

**NET ASSETS, END OF PERIOD**

- $3,875,249
New Grants – 12-Month Period
GE Foundation
State Farm Companies Foundation
Lumina Foundation for Education

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

New Contracts – 12-Month Period
Picus & Associates

Activity
State Funding Research

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

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

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