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

North Carolina Governor Terry Sanford, 1966
We have made it easy for you to navigate this report. Throughout this document, you will find hyperlinks in blue to reports, meetings, resources, and ECS web pages.

2011–13 ECS Chair: Colorado Governor John Hickenlooper
ECS Chair-Elect: Nevada Governor Brian Sandoval
ECS President: Jeremy Anderson
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Denver, CO 80203-3442
303.299.3600 || 303.296.8332 fax

www.ecs.org || ecs@ecs.org
Dear ECS Commissioners, education policymakers, and friends of ECS,

Education in the United States is on the threshold of a new era. By the end of 2012, 46 states and the District of Columbia had adopted the Common Core State Standards and were busy preparing for their implementation in 2013. Congress debated the reauthorization of the Elementary and Secondary Education Act (ESEA), while more states received waivers from the law. Student performance received even more attention, and that performance was more tightly tied to teacher evaluations. “Global competitiveness” gained traction as districts and states compared their student outcomes not only with each other, but with the rest of the world.

The Education Commission of the States (ECS) was with you along the way to help make sense of how these changes are affecting every student in every district in America. We have our finger on the pulse of what states are doing in education policy, what the research says, and what the biggest, newest ideas coming around the bend portend for education. We supported you through your calls to our Information Clearinghouse (where we respond with an answer within 24 hours), through our policy analysis and publications, through our website that houses the nation’s biggest collection of education resources, and of course through our annual National Forum on Education Policy.

Inside you will find a small sample of what we did for you in 2012. Many of these projects were initiated by our ECS Commissioners to help states further develop and implement meaningful education policy. At times, even ECS Commissioners are surprised at the breadth of issues we cover or how deep our resources are on any given issue. We are proud of the depth of our research and glad that our services have been integral in so many important education policy discussions across the nation. We want you to call us, email us, and check out our website if you have any education policy questions. We are here to serve you and make your job easier.

ECS also experienced some changes last year. Roger Sampson stepped down as ECS president in November. Roger joined ECS in 2007 at a pivotal time in our history when ECS needed steady leadership. Roger stepped into the role with ease and quickly straightened our course. The staff and I thank him for his dedication to ECS and behind-the-scenes work that made us even stronger. I am proud to lead an organization that has a first-rate staff and an esteemed history. With over 48 years of experience guiding education policy across the nation, ECS works with the country’s most committed education leaders. Together we can accomplish so much in 2013.

Thanks for your support and here’s to another successful year at ECS.

Sincerely,

Jeremy Anderson
Dear Colleagues,

Just two years ago, states faced a national recession and the largest drop in revenue in history. States had no choice but to cut funding for schools and other essential services.

Today, with an improving economy, many states are beginning to restore funding for education—not enough to make up for the shortfall experienced in the Great Recession—but states are taking steps in the right direction.

We are proud to say that Colorado leads the nation in establishing a system to measure teacher effectiveness. Last year, we built on this effort by passing an early childhood literacy program that is among the most innovative in the country. The Read Act identifies struggling readers early and provides interventions so that all children can read by the end of 3rd grade.

We are in good company in our efforts to address early literacy, as it was a priority in many states in 2012. But as ECS pointed out in a recent report series, after 40 years of state reading initiatives we have failed to move the needle in any significant way. ECS is helping to raise awareness of the value of early childhood education in efforts to improve early literacy. They are helping states learn from one another. They are sharing lessons from research, highlighting best practices, and bringing forth innovative ideas.

Reforming the education system doesn’t end at 12th grade. It continues into higher education. ECS is leading a nationwide movement on linking and aligning K-12 education to opportunities that lead to timely completion of a two-year or four-year degree. Like other states, Colorado is focused on supporting students with the highest need and incentivizing retention.

Within Colorado, we work hard to maintain a collaborative spirit between the state, local governments, and special districts. Similarly, the collaborative work of states through ECS echoes this commitment. Created for states, by states, ECS can help us work together to improve opportunities across the nation.

Sincerely,

John Hickenlooper
Governor, State of Colorado
2011-13 ECS Chair
What is ECS?

- **A national organization formed by states, for states**, in 1965 to help states improve their educational systems, from pre-kindergarten all the way through college and beyond.
- **A commission** guided by 371 of the nation’s education leaders. Each state, the District of Columbia, and three U.S. territories are represented by top decisionmakers who inform our work and share our resources with their peers.
- **An unbiased contributor** to the education policy discussion, which means we don’t advocate for certain education laws or policies. We provide objective information to the people who pass laws and make decisions.
- **A convener of education stakeholders** from different perspectives, such as governors, state legislators, state superintendents, state boards of education, and higher education leaders.
- **A resource on issues** across the entire education spectrum, from early learning to postsecondary and the workforce. We provide policymakers and leaders with the information they need to make evidence-based decisions.
- **The intermediary** through which states learn from one another to develop effective policies and practices for public education that improve student outcomes.

What have we done for you?

Here are just a few of the services we provided and resources we created in 2012:

**Analysis and resources**

We analyzed dozens of issues and produced over 30 publications, ranging from 50-state summaries to policy briefs to more in-depth reports. For example:

- Three-report series on early literacy
  - Third-Grade Literacy Policies: Identification, Intervention, Retention (report)
  - Third-Grade Reading Policies (50-state overview)
  - A Problem Still in Search of a Solution: A State Policy Roadmap for Improving Early Reading Proficiency (report)
- Service-learning After Learn and Serve America: How Five States Are Moving Forward (report)
- Teacher Expectations of Students: A self-fulfilling prophesy? (Progress of Education Reform brief)
- End-of-Course Exams (50-state policy overview)
- Moving the Needle on Degree Completion: The Legislative Role (brief)

2012 ECS Products

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

[www.ecs.org/2012ECSPubs.pdf](http://www.ecs.org/2012ECSPubs.pdf)
Expertise-sharing and technical assistance

We shared our expertise at conference presentations and offered unbiased testimony at committee hearings. We responded within 24 hours to hundreds of information requests from governors’ offices, legislators, legislative staff, state agency officials, members of the media, and citizens. We provided consultation on education policy projects and collaborated with task forces and peer organizations.

For instance:

- We produced a briefing memo on state-adopted college-readiness assessments to inform the deliberations of the Wisconsin College and Workforce Readiness Council.
- We conducted three visits to Nevada to provide testimony to the legislature’s interim education committee on early learning, P-16/P-20 councils, and high school assessment.
- We supported implementation of high-quality service-learning in 19 schools in 10 states through the Schools of Success project.
- We formed and convened an esteemed national Early Learning Caucus to provide guidance on emerging early learning issues and serve as ambassadors on P-3 best practices and policies.
- We visited Connecticut, Massachusetts, and Rhode Island to talk with small groups of legislators and higher education officials about issues such as college access and affordability, postsecondary governance, and workforce development.
- We consulted with both the Connecticut Education Cost Sharing Task Force and the Vermont legislature on school funding issues.

Contributions to policymaker and public knowledge about education issues

Our website (www.ecs.org) provides anywhere, anytime access to the most comprehensive set of education policy resources in the nation. You will gain a national perspective on what other states are doing, what the research says, and where else you can find information on over 100 topics.

- **ECS State Policy Tracking Database**: This is the only publicly available database of state education policies (enacted laws and executive orders) in the country. We have entered almost 40,000 policies since the 1990s; over 2,000 in 2012.
- **ECS Research Studies Database**: We translate key findings of academic research studies that are not easily accessible. We added over two dozen new studies last year.
- **Links to other education websites and good reports**: We added 670 resources to our website last year.
- **Newsletters and Blogs**: We e-mail daily (e-Clips) and weekly (e-Connection) round-ups of education news, policies, and reports, along with other issue-specific e-newsletters. We host blogs focused on the Common Core, remedial education, and college completion.
Convenings

We convened hundreds of policymakers and education leaders at meetings and through webinars to share information, facilitate collaboration and networking within and across states, and connect our constituents with leading education experts. For example:

47th annual National Forum on Education Policy
July 9-11, in Atlanta, Georgia

- Delegations representing 48 states, the District of Columbia, and three U.S. territories attended.
- Speakers included Bill Gates, The Honorable Sandra Day O’Connor, international innovators Dr. Michael Fullan and Dr. Paul Kelley, and Governors John Hickenlooper, Jack Markell, and Brian Sandoval.

2nd National Summit on the Role of Education in Economic Development in Rural America
April 17, Washington, D.C.

- Over 130 state and national policymakers attended, including ECS Commissioners from 35 states and two territories.
- Speakers included Secretary of Education Arne Duncan, Secretary of Agriculture Tom Vilsack, and officials from the U.S. Departments of Agriculture, Education, Health and Human Services, and Labor.
- Presentations highlighted rural economic development and education initiatives.

Three Every Student a Citizen regional meetings, through which we engaged state leaders in 45 states in examining and planning for civic learning and engagement.

Boosting College Completion workshop for 17 legislative education chairs who discussed strategies to use policy to advance higher education goals and learned about new college completion approaches from each other and from experts.
INFORMATION CLEARINGHOUSE

Main line: 303.299.3675
Co-Directors: Kathy Christie (303.299.3613 or kchristie@ecs.org), Vice President of Information/Knowledge Management
Jennifer Dounay Zinth (303.299.3689 or jdounay@ecs.org)

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

EARLY LEARNING AND P-3 INSTITUTE

Director: Bruce Atchison (303.299.3657 or batchison@ecs.org)

The Early Learning and P-3 Institute aims to increase policymakers’ understanding of early learning issues, identify and share innovative ideas and policies, and provide practical advice on best practices. In collaboration with their newly formed Early Learning Caucus, they expanded the ECS’ early learning database, increased early learning-focused publications, and facilitated presentations on P-3 at ECS meetings and other convenings.

NATIONAL CENTER FOR LEARNING AND CITIZENSHIP (NCLC)

Director: Paul Baumann, Ph.D. (303.299.3608 or pbaumann@ecs.org)

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

POSTSECONDARY EDUCATION AND WORKFORCE DEVELOPMENT INSTITUTE

Director: Matt Gianneschi, Ph.D. (303.299.3615 or mgianneschi@ecs.org)
Former Director: Bruce Vandal, Ph.D.

The Postsecondary Education and Workforce Development Institute provides policymakers and higher education leaders with the resources and technical support they need to make significant improvements in higher education—particularly related to remedial education and college completion. They provided direct assistance to more than 30 states through customized workshops and presentations, managed comprehensive state policy databases, produced relevant reports, and created state profiles that highlighted current policies and postsecondary system reform efforts.
ECS STANDING COMMITTEES

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Caroline Novak, President, A+ Education Partnership

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Nancy Norman, Teacher
Carl Rose, Executive Director, Association of Alaska School Boards

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Jacinta Galesi, Director, Department of Education
Evelyn Godinet, Principal, Manumalo Baptist School
Reverend Tafilematagi Muasau, President, Kanana Fou Theological Seminary
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Lemapu Suiuanoa Talo, Chair, House Education Committee

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Calvin Johnson, Dean, University of Arkansas at Pine Bluff
Tom Kimbrell, Commissioner, Arkansas Department of Education
Tommy Wren, Chair, House Higher Education Subcommittee

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Jack O’Connell, former State Superintendent of Education
Kent Wong, Director, Center for Labor Research and Education, University of California-Los Angeles

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Robert Hammond, Commissioner of Education
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Beverly Ingle, former President, Colorado Education Association
Andrew Kerr, State Representative
Jamie Van Leeuwen, Senior Policy Advisor, Office of the Governor

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Adam Liegeot, Press Secretary, Senate Republicans
Mark McQuillan, former Commissioner of Education
Betty Sternberg, Professor, Central Connecticut State University

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Phil Mendelson, Chair, Council of the District of Columbia
Laura Slover, President, District of Columbia Board of Education

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Eric Smith, former Commissioner of Education

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John Foster, Owner, Habersham Broadcasting Co.
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Alan Oshima, Executive Vice President, Hawaii Electric Industries
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Jill Tokuda, Chair, Senate Education Committee
Dale Webster, citizen

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C.L. Otter, Governor
John Andreason, former State Senator
John Goedde, Chair, Senate Education Committee
David Hawk, citizen
Bob Nonini, Chair, House Education Committee

Steering Committee members in bold
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Andrea Brown, Board Member, Illinois State Board of Education
Ed Geppert, former President, Illinois Federation of Teachers
Christopher Koch, State Superintendent of Education
Kevin McCarthy, State Representative
George Reid, former Executive Director, Illinois Board of Higher Education

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Earline Rogers, State Senator

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Nancy Boettger, State Senator
Josh Byrnes, State Representative
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Jason Glass, Director, Iowa Department of Education
Cindy Winckler, State Representative

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Frank Henderson, President-elect, Kansas Association of School Boards
Robba Moran, Regent, Kansas Board of Regents
Ronald Ryckman, State Representative
Jean Schodor, Chair, Senate Education Committee

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Bonnie Freeman, former member, State Board of Education
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William Phillips, Dean, University of Eastern Kentucky
Carl Rollins, Chair, House Education Committee
Kenneth Winters, Chair, Senate Education Committee

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Conrad Appel, Chair, Senate Education Committee
Steve Carter, Chair, House Education Committee
Andre Coudrain, Attorney at Law
Phyllis Taylor, Chair and President, Patrick F. Taylor Foundation
Paul Vallas, former Superintendent, Louisiana Recovery School District
John White, State Superintendent of Education

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

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Martin O’Malley, Governor
Patricia Foerster, Special Assistant for Education Policy, Office of the Governor
Danette G. Howard, Secretary of Higher Education
Adrienne Jones, House Speaker Pro Tem
Delores Kelley, State Senator
Lillian Lowery, State Superintendent of Schools
Martha Smith, President, Anne Arundel Community College

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Nancy Danhof, Executive Director, Todd Martin Development Fund
Kellie Dean, President/CEO, Dean Transportation Headquarters
Michael Flanagan, Superintendent of Public Instruction
Lisa Lyons, Chair, House Education Committee
Phil Pavlov, Chair, Senate Education Committee
Greg Tedder, Strategic Advisor, Office of the Governor

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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 Commissioner of Higher Education

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Hank Bounds, Commissioner of Higher Education
Lynn House, Interim Superintendent of Education
Nolan Mettetal, Chair, House Universities and Colleges Committee
John Moore, Chair, House Education Committee
John Polk, Chair, Senate Universities and Colleges Committee
Gray Tillotson, Chair, Senate Education Committee

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Jay Nixon, Governor
Patrick Gaddell, Attorney at Law
Joel Jennings, Assistant Professor, Saint Louis University
Thomas Kerber, Principal, Insurance & Benefits Group, LLC
David Pearce, Chair, Senate Education Committee

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Brian Schweitzer, Governor
Denise Juneau, Superintendent of Public Instruction
Jane Karas, President, Flathead Valley Community College
Sue Malek, State Representative
Linda McCulloch, Secretary of State
Carmen Taylor, Academic Vice President, Salish Kootenai College
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David Heineman, Governor
Greg Adams, Chair, Senate Education Committee
John Bonaiuto, Government Relations Consultant
Roger Breed, Commissioner of Education
Nancy Fulton, President, Nebraska State Education Association
John Harms, State Senator
Gwen Howard, State Senator

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Shirley Breeden, State Senator
Barbara Cegavske, State Senator
Dwight Jones, Superintendent, Clark County School District
Marilyn Dondero Loop, Assemblymember
Dina Neal, Assemblymember
Valerie Weber, Faculty member, University of Phoenix

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Laura Jones, State Representative
Daphne Kenyon, Member, New Hampshire State Board of Education
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Christian Angelillo, School Administrator, Kittatinny Regional School District
Randy Beverly, citizen
Susan Cole, President, Montclair State University
Patrick Diegnan, Chair, Assembly Education Committee
Kristin Hennessy, citizen
Shirley Turner, State Senator

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Gayle Dean, Executive Director, San Juan College Foundation
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Rick Miera, Chair, House Education Committee
Sharon Morgan, President, NEA - New Mexico
Cynthia Nava, Chair, Senate Education Committee

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Barbara Clark, Assemblywoman
Johanna Duncan-Poitier, Vice Chancellor for Community Colleges, State University of New York
John Flanagan, Chair, Senate Education Committee
Bethaida Gonzalez, Dean, Syracuse University
John B. King, Jr., Commissioner of Education

NORTH CAROLINA
Bevery Perdue, Governor
William Harrison, Chair, North Carolina State Board of Education
Margaret Jeffus, State Representative
Robert Landry, Retired Superintendent
Howard Lee, President, Howard N. Lee Institute for Equity and Opportunity in Education
Marvin Lucas, Vice Chair, House Education Committee
Dan Soucek, Co-Chair, Senate Education and Higher Education Committee

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

OHIO
John Kasich, Governor
Marvenia Bosley, citizen
Deborah Delisle, former State Superintendent
Patricia Frost-Brooks, President, Ohio Education Association
Linda Schneider, citizen
Gerald Stebelton, Chair, House Education Committee

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

OREGON
Ben Cannon, Senior Education Policy Advisor to the Governor
Rudy Crew, Chief Education Officer
Michael Dembrow, Co-Chair, House Education Subcommittee on Higher Education
Mark Johnson, Co-Chair, House Subcommittee on Higher Education
Jeff Kruse, Vice Chair, Senate Education and General Government Committee
George Pernsteiner, Chancellor, Oregon University System

PENNSYLVANIA
Tom Corbett, Governor
Elizabeth Bolden, Director, Office of Policy, Pennsylvania Department of Education
Paul Clymer, Chair, House Education Committee
Andrew Dinniman, Minority Chair, Senate Education Committee
Amy Morton, Executive Deputy Secretary, Pennsylvania Department of Education
Jeffrey Piccola, Chair, Senate Education Committee
James Roebuck, Minority Chair, House Education Committee
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Luis Fortuno, Governor
Lucy Arce Ferrer, State Senator
Jennifer Gonzalez-Colon, Speaker of the House
Edward Moreno, Secretary of Education

RHODE ISLAND
Lincoln Chafee, Governor
Terri Adelman, Executive Director, Volunteers in Providence Schools
Peter McWalters, former Commissioner of Education

SOUTH CAROLINA
Nikki Haley, Governor
Robert Hayes, State Senator
Larry Kobrovsky, Attorney at Law
Willis Walling, citizen
Garrison Walters, Executive Director, South Carolina Education Foundation

SOUTH DAKOTA
Dennis Daugaard, Governor
Mark Johnston, Chair, Senate Education Committee
Rick Melmer, Dean, University of South Dakota
Melody Schopp, Secretary of Education
Jacqueline Sly, Vice Chair, House Education Committee
Tony VerHuizen, Director of Policy and Communications, Office of the Governor
Jack Warner, Executive Director and CEO, South Dakota Board of Regents

TENNESSEE
Bill Haslam, Governor
Joe Carr, State Representative
Dolores Gresham, Chair, Senate Education Committee
Tomeka Hart, Vice President, Teach for America
Richard Rhoda, Executive Director, Tennessee Higher Education Commission
Lana Seivers, Dean, Middle Tennessee State University
Patrick Smith, consultant

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

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Gary Herbert, Governor
Francis Gibson, Chair, House Education Committee
Christine Kearl, Education Director, Office of the Governor
Aaron Osmond, Chair, Senate Education Committee
Howard Stephenson, Co-Chair, Public Education Appropriations Subcommittee

VERMONT
Peter Shumlin, Governor
Robert Starr, State Senator

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

VIRGINIA
Robert McDonnell, Governor
Antoine Green, Vice President, Richmond Education Foundation
Joseph Guzman, School Board Member, Loudoun County Public Schools
Patricia A. Harvey, Director of Institutional Effectiveness, Richard Bland College
Algie Howell, Delegate
Stephen Martin, Chair, Senate Education and Health Committee
Patricia Wright, Superintendent of Public Instruction

WEST VIRGINIA
Earl Ray Tomblin, Governor
Patricia Kusimo, President and CEO, The Education Alliance
Steven Paine, VP of Strategic Planning and Business Development, CTB McGraw-Hill
Robert Plymale, Chair, Senate Education Committee
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Nancy Sturm, Principal Consultant, The Sextant Group

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

WYOMING
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Hank Bailey, Trustee, Laramie County School District
Gregg Blikre, State Representative
Chris Rothfuss, State Senator
Rachel Rubino, Special Education Case Manager, Albany County School District
Kathryn Valido, President, Wyoming Education Association

This list is as of December 31, 2012.
For a current list of commissioners and their titles, please see: www.ecs.org/commissioners.
2012 PARTNERS AND FUNDERS

2012-13 CORPORATE PARTNERS

Platinum
General Electric        Pearson

Gold
AT&T        Corinthian Colleges        State Farm Companies Foundation

Silver
College Board     Educational Testing Service (ETS)     MetaMetrics     Wireless Generation

2012 PARTNERS IN EDUCATION

Archer Daniels Midland        Measured Progress

2012 GRANTS AND CONTRACTS

New Grants and Contracts
The Bill and Melinda Gates Foundation
GE Foundation
Ivy Tech Community College
Pew Charitable Trusts
State Farm Companies Foundation

Activity/Project
College readiness
Progress of Education Reform/Research studies
Developmental education redesign model
Pre-kindergarten to 3rd grade (P-3)
Civic engagement and service-learning

Continuing Grants and Contracts
The Bill and Melinda Gates Foundation
Lumina Foundation
Learn and Serve America/Corporation for National and Community Service

Activity/Project
College completion
Developmental/Remedial education
Service-learning
## Income Statement

### Revenues
- Unrestricted Grants/Contracts: $1,112,267
- Sponsorship Funding/Registration: $468,450
- State Fees: $2,352,862
- Interest & Dividends: $6,727
- Gain/Loss – Investments: $1,040
- Other: $113,518

**Total Revenues**: $4,054,864

### Expenses
- Salaries & Benefits: $1,942,112
- Other Operating Expenses: $1,770,754

**Total Expenses**: $3,712,866

## Balance Sheet

### Assets
- **Current Assets**: $6,250,484
- Property, Plant & Equipment: $196,544
- Investments: $15,540

**Total Assets**: $6,462,568

### Liabilities
- **Current Liabilities**: $67,264
- Accruals: $163,712
- Deferred Revenue: $1,895,988
- Other: $110,590

**Total Liabilities**: $2,237,554

### Net Assets
- Invested in Capital Assets: $196,544
- Unrestricted: $4,028,470

**Total Net Assets**: $4,225,014
Assemblywoman Barbara Clark (NY), Representative James Roebuck (PA), and Senator Shirley Turner (NJ), members of the ECS Steering Committee, enjoying the 2012 National Forum.

Governor Hickenlooper presented the 2012 ECS Corporate Award to Kelli Wells and Bob Corcoran of the GE Foundation.

ECS Executive Committee member Tom Horgan presented the 2012 ECS Frank Newman Award for State Innovation to the State of New Hampshire. Commissioner of Education Virginia Barry accepted the award.

I wanted to thank you for this fantastic email. You have been able to provide us with great guidance this past week.

~ Legislative staffer commenting about the resources we provided on an issue

[The National Forum] was an excellent introduction to the contemporary issues in education policy at the national level. I think one of the best things the National Forum can offer is a space for innovative thought.

~ University faculty member
Representative Jackie Sly (SD) talks to Senator Nancy Stiles (NH) at the Rural Summit.

Secretary Tom Vilsack discussed the Department of Agriculture’s resources for rural communities at the 2012 Rural Summit.

Secretary Joseph Meyer (KY), Chancellor George Pernsteiner (OR), and Senator John Goedde (ID), ECS Steering Committee members, at the 2012 Winter Commissioners’ Meeting.

“Kudos to ... ECS for organizing such an impressive, informative, and—hopefully— influential summit.”

~ Corporate partner commenting on 2012 Rural Summit