

2008 ECS  
ANNUAL  
REPORT

# Big Ideas Power Education



Education Commission  
of the States



# WHAT WE DO

Enlighten



Equip



Engage



ECS is the only nationwide, nonpartisan interstate compact devoted to education at all levels.

The mission of the Education Commission of the States is 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.

- Conduct policy research and analysis
- Convene state, regional and national policy conferences
- “Connect the dots” across the policy landscape
- Promote networks and partnerships
- Provide information and news
- Customize technical assistance



**Education Commission**  
of the **States**

## 2008 ECS Publications List

Check out all of the products generated by the Education Commission of the States in 2008! This impressive collection includes direct links to publications, databases and a sampling of key research studies.

[www.ecs.org/2008ECSPubs.pdf](http://www.ecs.org/2008ECSPubs.pdf)

2008-10 ECS Chair, Minnesota Governor Tim Pawlenty accepts the gavel from 2006-08 ECS Chair and former Kansas Governor Kathleen Sebelius, now Secretary, U.S. Department of Health & Human Services.



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## CHAIRMAN'S LETTER

# Dear Colleagues,

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Ensuring that our nation's children are prepared to tackle the challenges of the 21st Century is more important than ever. The Education Commission of the States is taking a leadership role in focusing the nation's attention on education reform and the development of policy based on research and proven strategies.

As a governor, chair of ECS, co-chair of Achieve Inc. and former chair of the National Governors Association, I am deeply committed to improving the American education system. In my own state, we have taken steps to support international benchmarking, alignment of programs from early learning through higher education, and improving the link between education and workforce needs.

Through Q Comp, Minnesota is leading the nation with an alternative pay schedule that compensates teachers based on performance, not just seniority. We have proposed a new initiative to provide intensive intervention for 8th graders struggling in math and reading to ensure they are ready for high school. Through our Mandarin Chinese Initiative, we are expanding the number of Chinese language courses offered in classrooms across the state. Overall, we have increased the rigor of academic standards and substantially increased participation levels in AP<sup>®</sup> and dual-credit courses.

ECS is working with education leaders to challenge every state and territory to:

- ✦ Benchmark internationally to measure student achievement
- ✦ Improve high school graduation and college attainment rates
- ✦ Prepare youth for college and workplace demands
- ✦ Do their part in aligning education and workforce needs.

Now is the time to put big ideas into action. ECS is working to do just that. Thank you for your efforts to strengthen the compact through your ideas, actions and engagement.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Pawlenty'. The signature is stylized and fluid, with a long horizontal stroke at the end.

Tim Pawlenty  
2008-10 Chair, Education Commission of the States  
Governor of Minnesota

“Now is the time to put big ideas into action. ECS is working to do just that.”

## PRESIDENT'S LETTER

# Dear Friends of ECS,

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Education in America is truly powered by “big ideas.” During 2008 and continuing in 2009, the Education Commission of the States began pressing forward on a number of big ideas:

- ✦ Helping schools, districts and states benchmark to international standards
- ✦ Providing guidance on the development and alignment of P-20 systems
- ✦ Aligning education mastery and skills to workforce needs
- ✦ Improving building-level leadership
- ✦ Developing and implementing longitudinal data systems to inform instructional and policy decisions.

At the core of these “big ideas” is a desire to propel the nation’s students — including lifelong learners in the workforce and those sidelined by the economy — forward both in knowledge and application of skills. I believe these efforts will result in a more competitive America — better prepared to face our current global challenges.

To this end, ECS’ Postsecondary Education and Workforce Development Institute is working closely with policymakers, institution leaders, and business and community leaders to drive innovation and change across all levels of education to meet today’s challenges. Through a three-year \$1.4 million dollar grant from the Lumina Foundation, ECS will be working on how to fully leverage postsecondary developmental studies programs as a critical tool in state efforts to increase college attainment rates.

ECS released *From Competing to Leading: An International Benchmarking Blueprint* at the National Forum on Education Policy. *The International Benchmarking Toolkit*, released in early 2009, builds on the first report and is a unique resource for state policymakers, school district officials, principals and teachers looking to raise the bar in classrooms around the country.

Working in partnership, the W.K. Kellogg Foundation and ECS convened governors in five states, to host the Governor’s Forum on Linking Ready Kids and Ready Schools — statewide events focused on deepening understanding and developing policy to support transitions and alignment across early learning and the early grades.

Please take a few minutes to review our 2008 performance report. I believe you will find that ECS is playing a pivotal role in developing and acting on many “big ideas” in education to fully support states and territories in bolstering educational achievement for early learners through postsecondary and well beyond.

Best Regards,

A handwritten signature in black ink that reads "Roger Sampson". The signature is fluid and cursive.

Roger Sampson  
President, Education Commission of the States

# EARLY LEARNING PROGRAM

The ECS Early Learning Program helps state leaders shape policy to build systems of support for young children from birth to age 8. It identifies critical and emerging issues as well as policy opportunities and translates research and practice into policy-focused analyses and recommendations. The Early Learning Program is designed to provide information, guidance and insight to help policymakers in addressing the broad spectrum of issues impacting the education of young children today.

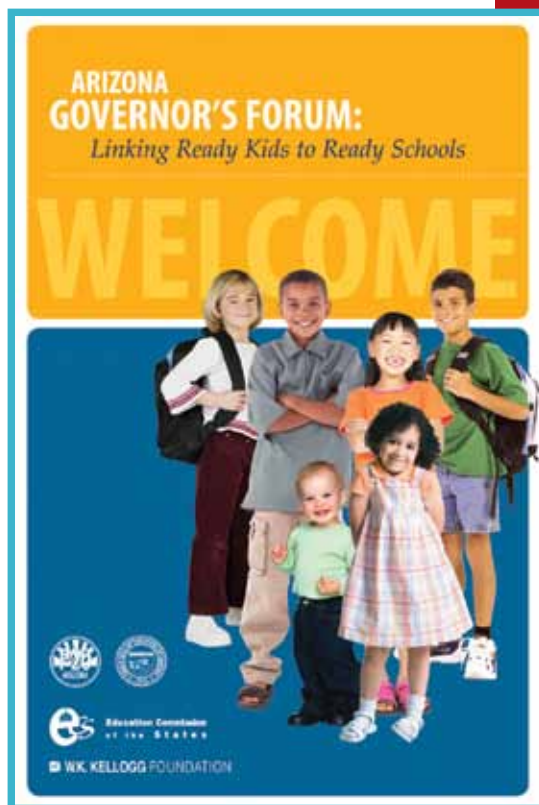


## ECS EARLY LEARNING ISSUE SITE: RETOOLING AND UPDATING

The ECS Early Learning issue site, a part of the ECS Web site, is a key source of information for education leaders who depend on its resources to assist them in policymaking decisions and to connect them to model practices and policies in other states. With a grant from the A.L. Mailman Foundation, the early learning site is being updated and retooled to reflect developments in the rapidly changing early learning policy environment. This redesign will create an issue site focused on policy impacting children from birth through age 8. Special attention to policy and practice for education in kindergarten and the early grades – a renewed Early Learning program priority – will be reflected in information and linkages on the redesigned issue site.

Future priorities for the Early Learning program include a focus on:

- ✦ The role kindergarten and the early grades play in shaping later student achievement
- ✦ The impact of the national political and economic situation on state policy for young children
- ✦ Continued work to identify policy and practice to effectively link early learning and K-12 education systems.



## SUPPORTING PARTNERSHIPS TO ASSURE READY KIDS (SPARK)

ECS is in its second year of work with the SPARK initiative funded by the W.K. Kellogg Foundation. SPARK was designed to build community capacity and partnerships among schools, agencies and families to assure that vulnerable children were ready for school and schools were ready for children. ECS provided the policy lens sites needed to identify opportunities to scale up best practice to policy. In 2007, ECS launched a strategy to leverage SPARK best practices to inform state and federal policy. Based on an analysis of initiative outcomes across all SPARK sites, a core set of policy targets emerged. These policies focus on building linkages across early care and education and schools through transition practices and aligning teaching and learning across systems. In 2008, this analysis resulted in a new round of activities to engage state and federal policymakers. Activities include:

- ✦ Disseminating a series of briefs and program profiles on SPARK best practices and policy opportunities
- ✦ Co-convening governors in five states to host the Governor's Forum on Linking Ready Kids and Ready Schools — statewide events focused on policy to support transitions and alignment across early learning and the early grades
- ✦ Facilitating a professional learning community of leaders from the five Governor's Forums to support and sustain state efforts to link early learning and the early grades
- ✦ Co-convening a national policy forum where findings and policy recommendations from SPARK and the Governors' Forums were released to state and federal policymakers and members of the new Administration (Washington DC, March 30-31, 2009).

# HIGH SCHOOL POLICY CENTER

## 50-STATE POLICY INFORMATION

To provide a baseline of knowledge on what states are doing on key high school reform issues, HSPC staff released 50-state policy databases on:

- ✦ Dual Enrollment
- ✦ Early College/Middle College High Schools
- ✦ P-16 Councils
- ✦ High School-Level STEM Initiatives
- ✦ State Initiatives to Improve High School, including:
  - ✦ State subsidies for ACT, SAT, PLAN, PSAT, etc.
  - ✦ Initiatives to improve grade 9 and the senior year
  - ✦ Outreach
  - ✦ Initiatives that require students to create long-term plans (i.e., five-year plan, declaration of major, etc.)
  - ✦ State support for e-transcripts
- ✦ Postsecondary Feedback Systems
- ✦ Adolescent Literacy
- ✦ Career/Technical Education

Staff also updated the numerous state policy databases launched in 2006 and 2007. The HSPC draws the vast majority of information for state policy databases from primary sources, including state statutes, regulations, executive orders and other primary source documents, ensuring the highest level of quality and accuracy.

## TECHNICAL ASSISTANCE, PRESENTATIONS AND TESTIMONY

HSPC staff were called upon to provide feedback on proposed legislation, and to present to policymakers and other education audiences. Such occasions include presentations/testimony to:

- ✦ Colorado P-20 Council: College-readiness initiatives nationwide (February)
- ✦ New York Black and Hispanic Legislative Caucus: 6th grade dropout indicators (February)
- ✦ Hechinger Institute journalists: Math and science graduation requirements (May)
- ✦ California P-16 Council: P-16 and P-20 initiatives in the states (June)
- ✦ Inaugural Kansas P-20 council meeting: P-16 and P-20 initiatives in the states (July)
- ✦ State of Texas: College readiness indicators in high school assessments (September)
- ✦ Alaska legislators: P-20 and dropout prevention (October)
- ✦ MIND Research Institute Forum: Trends in math education in the states (October)
- ✦ Nevada Dropout Prevention Summit: State-level dropout prevention initiatives (November)
- ✦ ECS commissioners and other invitees: P-20 (December)

HSPC staff also participated in Colorado P-20 council deliberations on concurrent enrollment that influenced legislation introduced in the 2009 legislative session.

## RESEARCH STUDIES DATABASE

Studies on key high school topics were added to the ECS Research Studies database ([www.ecs.org/rs](http://www.ecs.org/rs)), a one-of-a-kind tool providing policymakers with anytime, anywhere access to jargon-free syntheses of high-quality academic research. All studies must have implications for state-level policy, include interventions with potential for replication, and be peer-reviewed or juried (though exceptions are made on a case-by-case basis).

## HIGHLIGHTS OF LOCAL INITIATIVES

To inform policymakers of successful and replicable high school reform approaches, the HSPC profiled innovative state- and district-level high school initiatives. These include the North East Independent School District (Texas) (teacher professional development, using data and student supports to improve achievement among students with disabilities), Florida 2006 H.B. 7087 (comprehensive—not “piecemeal” reform in key areas), the “Met” school in Providence, Rhode Island (serving at-risk students through an innovative model) and Boston’s Pilot Schools (changing urban approaches to school size, accountability and governance). To be included in this database, initiatives must meet specified criteria demonstrating the impact, sustainability and replicability of innovative efforts on behalf of traditionally underserved youth.

## HSPC PUBLICATIONS

In 2008, HSPC staff published analysis reports on:

- ✦ Dispelling the myths about the negative effects of raising graduation requirements
- ✦ Dropout recovery
- ✦ Early college high schools
- ✦ Improving college access for underserved students
- ✦ Successful middle school to high school transitions
- ✦ Landmines P-16/P-20 councils encounter — and how they can be addressed (or avoided altogether)
- ✦ Parental involvement at the high school level
- ✦ High school remediation
- ✦ Teacher professional development at the high school level

In addition HSPC staff completed an update of the *High School Agenda: Who’s Doing What* StateNote.

## EXTERNAL USE AND RECOGNITION

HSPC materials informed state policy deliberations on countless issues, and HSPC staff received numerous requests from local, state and national organizations to reprint or use HSPC products. Of note, Editorial Projects in Education, the publishers of *Education Week*, used the ECS database on P-16 and P-20 councils as a basis for tables in the June 2008 issue of its annual *Diplomas Count* supplement, and the Data Quality Campaign used the same database to populate a larger database on state P-16/P-20 efforts. ECS Senior Policy Analyst Jennifer Dounay was invited to participate in two *Education Week* online chats (on P-16/P-20 and math requirements at the high school level), authored a commentary on state P-16/P-20 councils for the June 2008 *Diplomas Count* and contributed to the development of the American Youth Policy Forum’s forthcoming compendium on college- and work-readiness programs. In 2008, Dounay also served on the technical panels for a U.S. Department of Labor grant on individual graduation plans and a National Science Foundation grant on math and science graduation requirements.

Links to the state policy databases, publications, research studies, highlights of local initiatives, and recent PowerPoint presentations are available on the ECS Web site at [www.ecs.org](http://www.ecs.org).



## WE MANAGE KNOWLEDGE.

Information Clearinghouse staff collect and manage information used for developing ECS databases, publications and the ECS Web site; providing technical assistance; and allowing us to quickly answer your questions. Our highly specialized library consists of more than 28,000 documents in digital format and approximately 90,000 in hard copy.

# INFORMATION CLEARINGHOUSE

## WE TRACK STATE POLICY ACROSS THE STATES.

In 2008, we searched out, screened, summarized and entered more than 2000 state education policy enactments into our state policy tracking database. This one-of-a-kind resource is updated weekly and currently includes more than 28,000 records. Users can access this database on the ECS Web site anywhere, anytime.

## WE FIND RESEARCH YOU CAN TRUST AND MAKE IT ACCESSIBLE TO YOU.

We seek out pertinent, credible research studies and ensure they meet our selection criteria. Then we provide bulleted findings and recommendations, itemize the key implications for policy, and enter them into our Web-based Research Studies Database.

## WE KNOW WHERE TO LOOK AND WE SHARE WHAT WE KNOW.

Clearinghouse staff members respond to approximately 95% of all questions coming to ECS within 24 hours. Based on 2008 numbers, the 10 strongest areas of your interest include: high school, finance, teaching quality, postsecondary, accountability, governance, attendance, safety, P-20, choice of schools and curriculum.

We posted more than 200 new resources (our own and other organizations') to [www.ecs.org](http://www.ecs.org) (nearly 8000 documents in total).

We provided school finance expertise to legislative committees in Arizona, New Hampshire, North Carolina and Virginia, to legislators attending the National Conference of State Legislatures' (NCSL) annual meeting, and wrote an article for the professional journal serving school business officials. We presented on state systems of value-added accountability to a Select Committee on Public School Accountability in Texas and at Ohio's Battelle for Kids conference. Staff also used "virtual" venues to provide expertise via teleconference with the Education Writers Association and with the business community through EdNet.

Clearinghouse staff members produce two electronic newsletters: ECS e-Clips (a daily compilation of news clips across the states) and ECS e-Connection (a weekly compilation of key initiatives across the states, new ECS publications and other good reads).

## WE COLLABORATE.

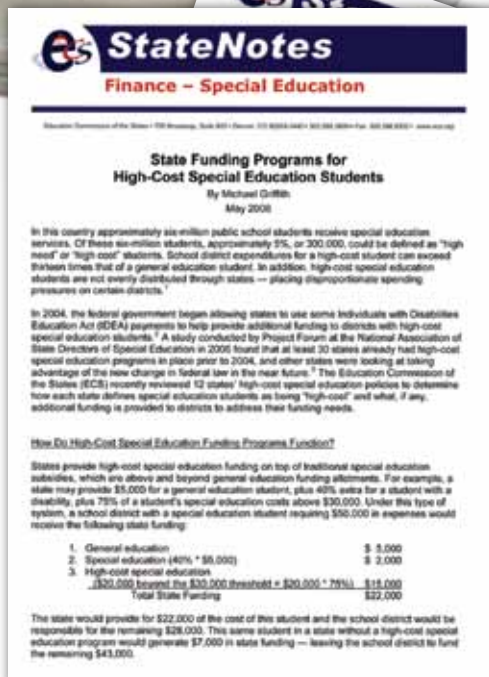
Clearinghouse staff partner with NCSL to serve the Legislative Education Staff Network through various convenings and to promote the exchange of information among members. We represent ECS as a managing partner with the Data Quality Campaign. We plan and manage sessions for the annual ECS National Forum on Education Policy. In addition, Clearinghouse staff led the effort to shepherd the migration of all ECS databases (external and internal; and for all divisions and projects) to a new, more powerful, platform.



## WE SYNTHESIZE 50-STATE POLICIES AND ANALYZE CHALLENGING ISSUES.

In 2008, Clearinghouse staff produced two editions of *The Progress of Education Reform* as well as multiple ECS StateNotes:

- ✦ *Counseling High School Students for Postsecondary and Workplace Success*
- ✦ *Secondary STEM Education*
- ✦ *Education-Related Ballot Questions: 2008*
- ✦ *On A Razor's Edge: The National Economy and School Budgets*
- ✦ *Adolescent Literacy*
- ✦ *State Funding Programs for High-Cost Special Education Students*
- ✦ *High School Level Accountability*
- ✦ *School Uniforms and Dress Codes: State Policies*
- ✦ *Number of Instructional Days/Hours in the School Year*
- ✦ *School Prayer, Moment of Silence, Other Policies Concerning Religion*
- ✦ *Cost Per-Day for Extended School Year*
- ✦ *State Education Governance Models*
- ✦ *Min. Number of Minutes/Hours in a High School Day*
- ✦ *State Collective Bargaining Policies for Teachers*
- ✦ *No Pass No Play*
- ✦ *Virtual High Schools*



Our team of seven serves multiple roles. Staff members who produced the numerous 50-state databases and issue briefs described under the High School Policy Center header of this report are housed in the ECS Clearinghouse.

# NATIONAL CENTER FOR LEARNING & CITIZENSHIP

The mission of ECS' National Center for Learning and Citizenship (NCLC) is to assist state and district leaders to promote, support and reward citizenship education as an essential component of America's education system. In support of this mission, NCLC focused work in 2008 on technical assistance, professional development, and advocacy for service-learning and citizenship education. NCLC incorporated youth engagement and youth voice in these activities. Highlights of these efforts include:

## TECHNICAL ASSISTANCE

NCLC provided targeted technical assistance to several states and organizations:

- ✦ Mississippi – Designed and facilitated the *2008 Destination Graduation: Teen Summit on Dropout Prevention*, engaging more than 1,100 people (teams of high school students, teachers and administrators) on the causes of and potential strategies to combat the dropout problem; coordinated the participation of Mississippi Youth Advisory Board members in the *2008 Destination Graduation: Adult Summit*.
- ✦ Wyoming – Conducted a service-learning workshop with the Wyoming Department of Education to equip participants with the knowledge and skills to implement high-quality service-learning in their schools.
- ✦ *Campaign for the Civic Mission of Schools* (CMS) – Developed the protocol used in CMS case studies to determine how civic learning can be built systematically throughout a school and district.

## PROFESSIONAL DEVELOPMENT

NCLC supported the professional development of district and state policymakers and education leaders in forums throughout the year:

- ✦ NCLC hosted the Administrators Academy at the 2008 National Service-Learning Conference. District and school leaders examined strategies to successfully integrate and sustain quality service-learning and align service-learning with district and school missions, education priorities and expected student outcomes.
- ✦ The 8th Annual Education Leadership Colloquium on the Civic Mission of American Education, held in conjunction with the ECS National Forum on Education Policy, engaged six state teams in professional development around the alignment of citizenship education and workforce/economic development.



## ADVOCACY FOR SERVICE-LEARNING AND CITIZENSHIP EDUCATION

NCLC recognizes the positive impact of service-learning and citizenship education on student achievement and success, and continues to advocate for service-learning and citizenship education:

- ✦ NCLC produced and disseminated *Service-Learning Policies and Practices: A Research-Based Advocacy Paper*, providing research summaries and policy examples.
- ✦ NCLC continued to support its network of 100 District Leaders for Civic Engagement and Service-Learning, focusing on regional work of member district superintendents and school board members to advocate for service-learning and citizenship education.

## YOUTH ENGAGEMENT

In keeping with the principles of service-learning and citizenship education, NCLC integrated youth voice in its events and activities whenever possible:

- ✦ NCLC hosted a Thinkers Meeting on Service-Learning and Hispanic Students; participants included three high school and college students.
- ✦ The Administrators Academy at the 2008 National Service-Learning Conference included student presenters and facilitators.
- ✦ NCLC's "Exploring the Benefits and Challenges of Involving Students in Policymaking" session at the ECS National Forum on Education Policy included a student panelist.
- ✦ Student leaders served as masters of ceremony, presenters and participants on state teams at the Education Leadership Colloquium on the Civic Mission of American Education.
- ✦ Mississippi Youth Advisory Board members co-facilitated activities for the *Destination Graduation: Teen Summit*, leading student and adult participants throughout the day.
- ✦ Local students participated in the Wyoming service-learning training.



In 2008, ECS intensified its work on the important linkage between postsecondary education and the workforce. The need to increase college attainment rates, particularly for those who have been traditionally underserved by postsecondary education, will be critical if states are to have the workforce they need to compete in a global economy. The current economic downturn puts additional pressure on postsecondary education to provide the education opportunities that can lead to livable wage jobs for more Americans. Following are the activities of the institute in 2008.

# POSTSECONDARY EDUCATION & WORKFORCE DEVELOPMENT INSTITUTE

## STATE PARTNERSHIPS FOR QUALITY TEACHER PREPARATION

ECS received a contract from the National Center for Teacher Transformation at St. Petersburg College to convene state leaders to explore better ways to bring together K-12 school districts and teacher preparation programs to use data and teacher competency standards to improve the quality of teacher preparation programs. The project, funded through a grant from the U.S. Department of Education Fund for the Improvement of Postsecondary Education (FIPSE), held a meeting in spring 2008 to examine several promising models for building stronger partnerships. The end result of the meeting was an idea paper that examined how strategies — such as valued-added data, state teacher competency standards and more effective integration of field experiences and induction of new teachers — can provide valuable insights into how teacher education programs respond to the changing needs of K-12 schools and school districts.



## DEVELOPMENTAL STUDIES REDESIGN INITIATIVE AT THE TENNESSEE BOARD OF REGENTS

ECS entered the second year of its partnership with the Tennessee Board of Regents (TBR) to redesign the delivery of remedial and developmental courses at TBR institutions. The project is funded through a grant from FIPSE. In 2008, six pilot projects at TBR institutions implemented models they developed through the course redesign process of the National Center for Academic Transformation. Early results have been promising. Several pilots report improved learning for students participating in the redesigned courses.

ECS worked with TBR to gather information on state and system policies from throughout the country. This work informed discussions on policy changes for TBR. In addition, ECS connected TBR participants to leaders across America on developmental education. In September, ECS convened P-16 leaders throughout the state of Tennessee to:

- ✦ Share early results for the project
- ✦ Explore how to link developmental education to other P-16 reform in the state
- ✦ Include developmental education in new high school graduation standards.

## REVVING THE EDUCATION ENGINE

Through a grant from the KnowledgeWorks Foundation, ECS convened policymakers and postsecondary and workforce leaders in an online dialogue or “jam” in October. A survey of state leaders explored the challenges and opportunities related to increasing the alignment of education, economic development and workforce development policy. The jam contributed to a yearlong initiative supporting state efforts to more effectively leverage education as a driver in state and regional workforce and economic development efforts.

## GETTING PAST GO: INCREASING COLLEGE SUCCESS FOR STUDENTS WHO REQUIRE DEVELOPMENTAL EDUCATION

In late 2008, ECS began work on a three-year, \$1.4 million initiative to work with state leaders to more effectively leverage investments in developmental education to increase college attainment rates. The initiative will:

- ✦ Conduct a 50-state survey of developmental education policies
- ✦ Complete a comprehensive literature review to examine the linkage between state and system policies and institutional practice
- ✦ Create a community of practice of policymakers and practitioners who will develop model policies for how states can maximize their investments in developmental education
- ✦ Conduct case studies in four to five states to examine the extent that state and system policy facilitates or inhibits innovation in developmental education
- ✦ Release toolkits of effective strategies and policies for improving the effectiveness of developmental education.

ECS partners are the Center on Policy Research on Preparation, Access and Remedial Education (PREPARE) at the University of Massachusetts Boston and Knowledge in the Public Interest. The project is funded by the Lumina Foundation for Education.

# TEACHING QUALITY & LEADERSHIP INSTITUTE



The mission of the Teaching Quality and Leadership Institute (TQLI) is to 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; and professional development. We accomplish this mission by collaborating with others to explore, create and disseminate new research, model policies and innovative practices that will lead to greater levels of student learning.



ECS would like to congratulate the 2008 State Teachers of the Year. Many of these extraordinary individuals attended the 2008 National Forum on Education Policy.

## PRODUCTS, SERVICES, INFORMATION & EVENTS

### International Benchmarking Toolkit

In July 2008, at its National Forum on Education Policy, ECS released *From Competing to Leading: An International Benchmarking Blueprint*. This blueprint was created in response to growing concerns about the quality of education students in the United States are receiving and the lack of workforce competitiveness our students possess when compared to students in other countries.

The *International Benchmarking Toolkit* provides strategies, policies, information and other resources that educators and policymakers at any level can use to move toward benchmarking to international standards. The toolkit may be adopted in total, or adapted or implemented in phases. No one need wait for a full-blown initiative on international benchmarking to get started on what needs to be done to increase the skills of our students and increase their competitiveness in the global workforce. Access the toolkit at: [www.ecs.org/IB/toolkit.html](http://www.ecs.org/IB/toolkit.html).

## ARTICLES, REPORTS & DATABASES

- ✦ *The Progress of Education Reform: Increasing Teacher Retention*,
- ✦ State Policies databases on Teacher Recruitment and Retention, and Teacher Professional Development.
- ✦ *State Partnerships for Quality Teacher Preparation* – policy paper for the National Center for Teacher Transformation co-authored with lead author Bruce Vandal, director of the ECS Postsecondary and Workforce Institute
- ✦ *Strong Leaders, Strong Achievement: Model Policy for Producing the Leaders to Drive Student Success* (ECS policy brief) – co-authored with lead author Kathy Christie, ECS chief of staff, and Gary Whiteley, leadership consultant

## MAJOR WORK, PRESENTATIONS & EVENTS

- ✦ ECS assembled 35 State Teachers of the Year at the 2008 National Forum on Education Policy to define what makes an effective teacher. These teachers, who are the best of the best, were convened to share their ideas directly with state policymakers attending the Forum.
- ✦ ECS collaborated with The Third Mile Group on the ECS Regional Meetings held in Kansas City, Missouri (December 2008) and Boston (January 2009).
- ✦ The Kansas City Heartland Regional Meeting, sponsored by the Kauffman Foundation, convened policymakers from Arkansas, Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Oklahoma and Wisconsin. The meeting's regional framework and small group structure created an engaging environment to discuss math and science teacher preparation, P-20 councils and alignment to the workforce.
- ✦ The Boston New England Regional Meeting, sponsored by the Nellie Mae Education Foundation, convened policymakers from Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont. The meeting's small group and state-specific framework allowed policymakers to delve deeply into alternative pathways to postsecondary education and work on 21st century skills delivery in the New England region.
- ✦ ECS collaborated with the Third Mile Group on developing the Teaching Quality Strategy Team. This team of national experts will review past teaching quality initiatives and determine why these efforts have not been more successful and had greater impact on the teaching profession, and will provide new direction for improving teaching quality and leadership.
- ✦ ECS collaborated with the Educational Testing Service (ETS) on Teacher Leadership development. This collaborative effort may lead to teacher leadership standards and more definition to clarify teacher leadership roles and responsibilities.

# THE 2008 ECS NATIONAL FORUM ON EDUCATION POLICY

## “Transforming Education for the 21<sup>st</sup> Century”

The 2008 ECS National Forum on Education Policy in Austin, Texas, drew a number of headliners including Secretary Margaret Spellings, U.S. Department of Education, Vicki Phillips, director of the Bill & Melinda Gates Foundation’s division of education strategy and grantmaking, former Governor Roy Romer and many of the 2008 State Teachers of the Year.



## 2008 ECS AWARD WINNERS:



*James Bryant Conant Award*  
 Ron Wolk, Co-founder of The Chronicle of Higher Education, Founder of Education Week, Chairman of the Board of the Big Picture Company

*Frank Newman Award for State Innovation*  
 State of North Dakota



*ECS Corporate Award*  
 Simon Youth Foundation  
 Tim Ernest (accepted award)



*ECS Chair’s Award:*  
 Luther Olsen  
 Senator, Wisconsin State Senate



*ECS Chair’s Award:*  
 Richard G. Rhoda  
 Executive Director, Tennessee Higher Education Commission



### *International Benchmarking Blueprint — A First*

As a direct result of facilitated discussions at the Fall 2007 and Spring 2008 Steering Committee meetings, ECS produced *From Competing to Leading: The International Benchmarking Blueprint*, and introduced it at the 2008 ECS National Forum on Education Policy. The blueprint focuses on how to assist states, districts and schools to benchmark to high-performing countries.

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.

# 2008 CORPORATE ALLIANCE FOR EDUCATION

PEARSON



## 2008 NATIONAL FORUM EVENT SPONSORS

Additionally, ECS would like to thank the following corporate sponsors for their generous contributions to the 2008 ECS National Forum on Education Policy.



HOUSTON ENDOWMENT INC.  
A PHILANTHROPY ENDOWED BY MR. AND MRS. JESSE H. JONES



THE MEADOWS FOUNDATION

# Financial Report: 2008 Summary

ECS Statement of Financial Position for year ending Dec. 31, 2008

| ASSETS   | 2008                |
|--|---------------------|
| <b>CURRENT ASSETS</b>  |                     |
| Cash and cash equivalents  | \$ 2,925,917        |
| Grants and contracts receivable  | 1,896,699           |
| State fees and other accounts receivable, less allowance<br>for doubtful accounts of \$893,503 in 2008 | 1,684,060           |
| Prepaid expenses   | 54,506              |
| <b>TOTAL CURRENT ASSETS</b>  | <b>\$ 6,561,182</b> |
| <br>   |                     |
| PROPERTY AND EQUIPMENT, at cost, less accumulated depreciation and amortization                        | 294,320             |
| <b>OTHER ASSETS</b>  |                     |
| Investments  | 1,123,753           |
| <b>TOTAL ASSETS</b>  | <b>\$ 7,979,255</b> |
| <br>   |                     |
| <b>LIABILITIES</b>   |                     |
| <b>CURRENT LIABILITIES</b>   |                     |
| Accounts payable   | \$ 73,740           |
| Accrued liabilities  |                     |
| Vacation   | 78,882              |
| Payroll and benefits   | 118,703             |
| Other  | 23,971              |
| Deferred revenue   | 4,625,446           |
| <b>TOTAL CURRENT LIABILITIES</b>   | <b>4,920,742</b>    |
| <br>   |                     |
| <b>TOTAL LIABILITIES</b>   | <b>\$ 4,920,742</b> |
| <br>   |                     |
| <b>NET ASSETS</b>  |                     |
| Net assets   |                     |
| Invested in capital assets   | 294,320             |
| Unrestricted   | 2,722,039           |
| Restricted   | 42,154              |
| <b>TOTAL NET ASSETS</b>  | <b>3,058,513</b>    |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>  | <b>\$ 7,979,255</b> |

# Financial Report: 2008 Summary

## ECS Statement of Revenues, Expenses and Changes in Net Assets

### OPERATING REVENUES

|  |                     |
|--|---------------------|
| Grants and contracts                         |                     |
| Foundation funding                           | \$ 877,990          |
| Contract funding                             | 249,797             |
| State fees                                   | 4,224,796           |
| Registration fees and corporate sponsorships | 358,450             |
| Web sponsorships                             | 41,667              |
| Publications and subscriptions               | 7,636               |
| Other  | 121,654             |
|  | <hr/>               |
| <b>TOTAL OPERATING REVENUES</b>              | <b>\$ 5,881,990</b> |

### OPERATING EXPENSES

|                                 |                     |
|---------------------------------|---------------------|
| Pre-K-16 policy studies         | 1,411,432           |
| Information clearinghouse       | 692,352             |
| State services                  | 641,737             |
| Development services            | 1,047               |
| Executive/administration        | 2,155,308           |
|                                 | <hr/>               |
| <b>TOTAL OPERATING EXPENSES</b> | <b>\$ 4,901,876</b> |

**OPERATING INCOME** **980,114**

### NONOPERATING REVENUES (EXPENSES)

|   |           |
|---|-----------|
| Net realized/unrealized gain on investments | (845,142) |
| Interest and dividends                      | 94,918    |
| Gain (loss) on disposal of assets           | (253,992) |

**TOTAL NONOPERATING REVENUES (EXPENSES)** **(1,004,216)**

**CHANGE IN NET ASSETS** **(24,102)**

**NET ASSETS, BEGINNING OF PERIOD** **3,082,615**

**NET ASSETS, END OF PERIOD** **\$ 3,058,513**

# FOUNDATIONS, CORPORATIONS & GOVERNMENT AGENCIES SUPPORTING ECS

## NEW GRANTS – 12-MONTH PERIOD

St. Petersburg – NCTT  
 State Farm Companies Foundation – Leadership  
 State Farm Companies Foundation – Case Study  
 Center for Civic Education – NCLC Meetings  
 KnowledgeWorks Economic Development  
 KnowledgeWorks – PI 6-JAM  
 Lumina Foundation  
 Kauffman Foundation  
 Nellie Mae Education Foundation  
 GE Foundation

## ACTIVITY

*Civic Education*  
*Civic Education*  
*Civic Education*  
*Workforce Development*  
*Workforce Development*  
*Development Education*  
*Heartland Regional Meeting*  
*New England Regional Meeting*  
*2008 Progress of Education Reform*

## NEW CONTRACTS – 12-MONTH PERIOD

Academy for Educational Development – NCLC #2  
 State Farm – Hispanic Thinkers Meeting  
 Wyoming Department of Education  
 Pearson Financial  
 Western Interstate Commission for Higher Education (WICHE)

## ACTIVITY

*Civic Education*  
*Civic Education*  
*Civic Education*  
*Financial Analysis e-Clips sponsorship*  
*State-by-state overviews, remediation*

## CONTINUING GRANTS/CONTRACTS

Academy for Education Development – Service Learning  
 Anonymous – Windgate  
 Bay & Paul Foundation  
 Bill & Melinda Gates Foundation – High School  
 GE Foundation  
 Learning Point Associates – National Comprehensive Center for Teacher Quality  
 Mailman Foundation – Early Learning  
 MetLife Foundation – Leadership  
 Mississippi Department of Education  
 Tennessee Board of Regents – Fund for the Improvement of Postsecondary Education (FIPSE)  
 W.K. Kellogg Foundation - SPARK

Chair, 2008-10



Tim Pawlenty  
*Governor  
Minnesota*

Vice Chair



Barbara Clark  
*Assemblywoman and  
Member, Committee  
on Education  
New York State Assembly*

Treasurer



Richard Rhoda  
*Executive Director  
Tennessee Higher  
Education Commission*

Former Chair, 2006-08



Kathleen Sebelius  
*Governor  
Kansas*

2008 ECS  
EXECUTIVE  
COMMITTEE

as of December 31, 2008



Thomas Horgan  
*President and CEO  
New Hampshire  
College and  
University Council*



Dwight Jones  
*Commissioner of  
Education  
Colorado Department  
of Education*



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



Luther Olsen  
*Member, Senate  
Education Committee  
Wisconsin  
State Senate*



Norman Sakamoto  
*Majority Whip and  
Chairman, Senate  
Education Committee  
Hawaii State Senate*

## FINANCE COMMITTEE

### Chair

Richard Rhoda  
*Executive Director  
Tennessee Higher Education  
Commission*

### Vice Chair

Bill Wagnon  
*Chair  
Kansas State Board  
of Education*

### Con Bunde

*Member, Senate Labor and  
Commerce Committee  
Alaska State Senate*

### Barbara Cegavske

*Vice Chair, Senate Human Resources  
and Education Committee  
Nevada State Senate*

### Adrienne Jones

*Speaker Pro Tem  
Maryland House of Delegates*

### Stephen Wise

*Chair, Senate Education Pre-K-12  
Appropriations Committee  
Florida State Senate*

## NATIONAL FORUM PLANNING COMMITTEE

### Chair

Norman Sakamoto  
*Majority Whip and Chair  
Senate Education Committee  
Hawaii State Senate*

### Vice Chair

Thomas Horgan  
*President and CEO  
New Hampshire College and  
University Council*

### Barbara Clark

*ECS Vice Chair and Member  
Committee on Education  
New York State Assembly*

### Brenda Holmes

*Member  
Illinois State Board of Education*

### Carolina Novak

*President  
A+ Education Foundation*

### Robert Perry

*Executive Director  
South Dakota Board of Regents*

### W. Patrick Smith

*Deputy Director, Governor's Planning  
Office, State of Tennessee*

### Jess Stairs

*Co-Chair, House Education Committee  
Pennsylvania House of Representatives*

# 2008 ECS STANDING COMMITTEES

## NOMINATING COMMITTEE

### Chair

Kathleen Sebelius  
*Governor, State of Kansas*

### Vice Chair

Luther Olsen  
*Member, Senate Education Committee  
Wisconsin State Senate*

### John Andreason

*Senator, Idaho State Senate*

### Rae Ann Kelsch

*Chair, House Education Committee  
North Dakota House of Representatives*

### Suellen Reed

*Superintendent of Public Instruction  
Indiana Department of Education*

### Dave Sokola

*Chair, Senate Education Committee  
Delaware State Senate*



2008-10 ECS Vice Chair  
Barbara Clark visits with  
College Board President  
Gaston Caperton, a  
former Conant Award  
winner, in Austin.

**Chair**  
Tim Pawlenty  
*Governor*  
MINNESOTA

**Vice-Chair**  
Barbara Clark  
*Assemblywoman*  
NEW YORK STATE ASSEMBLY

**Treasurer**  
Richard Rhoda  
*Executive Director*  
*Tennessee Higher Education Commission*  
TENNESSEE

# 2008 ECS STEERING COMMITTEE

as of December 31, 2008

**ALABAMA:** *Caroline Novak, President,  
A+ Education Foundation*

**ALASKA:** *Con Bunde, Senator*

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

**ARIZONA:** *Linda Gray, Senator*

**COLORADO:** *Dwight Jones, Commissioner of Education*

**CONNECTICUT:** *Judith Freedman, Senator*

**DELAWARE:** *Dave Sokola, Senator*

**DISTRICT OF COLUMBIA:** *Deborah Gist, State Superintendent  
of Education*

**FLORIDA:** *Stephen Wise, Senator*

**GEORGIA:** *Kathy Cox, State Superintendent of Schools*

**HAWAII:** *Norman Sakamoto, Senator*

**IDAHO:** *John Andreason, Senator*

**ILLINOIS:** *Brenda Holmes, member, State Board of Education*

**INDIANA:** *Suellen Reed, State Superintendent of  
Public Instruction*

**IOWA:** *Daryl Beall, Senator*

**KANSAS:** *Bill Wagnon, Chair, State Board of Education*

**KENTUCKY:** *Helen Mountjoy, Secretary, Department of  
Education and Workforce Development*

**MAINE:** *Sarah Redfield, Professor, Franklin Pierce Law Center*

**MARYLAND:** *Adrienne Jones, House Speaker Pro Tempore*

**MICHIGAN:** *Irma Clark-Coleman, Senator*

**MINNESOTA:** *Tim Pawlenty, Governor*

**MISSISSIPPI:** *Hank Bounds, State Superintendent of Education*

**MISSOURI:** *Jewell Scott, Executive Director, Civic Council of  
Greater Kansas City*

**MONTANA:** *Linda McColloch, State Superintendent of  
Public Instruction*

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

**NEVADA:** *Barbara Cegavske, Senator*

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

**NEW MEXICO:** *Bill Richardson, Governor*

**NEW YORK:** *Barbara Clark, Assemblywoman*

**NORTH CAROLINA:** *Howard Lee, Chair, North Carolina Board  
of Education*

**NORTH DAKOTA:** *Rae Ann Kelsch, Representative*

**OKLAHOMA:** *Sandy Garrett, State Superintendent of  
Public Instruction*

**OREGON:** *Susan Castillo, State Superintendent of  
Public Instruction*

**PENNSYLVANIA:** *Jess Stairs, Representative*

**PUERTO RICO:** *Lucy Arce-Ferrer, Senator*

**RHODE ISLAND:** *Peter McWalters, Commissioner of Education*

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

**SOUTH DAKOTA:** *Robert Perry, Executive Director, South  
Dakota Board of Regents*

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

**TEXAS:** *Robert Scott, Commissioner of Education*

**VIRGINIA:** *Tim Kaine, Governor*

**WEST VIRGINIA:** *Mary Poling, Representative*

**WISCONSIN:** *Luther Olsen, Senator*

**WYOMING:** *Jim McBride, State Superintendent of  
Public Instruction*

## ALABAMA

**Bob Riley, Governor**  
Stephanie Bell  
Larry Dixon  
H. Mac Gipson  
Sally Howell  
Caroline Novak

## ALASKA

**Sarah Palin, Governor**  
Con Bunde  
Esther Cox  
Laraine Derr  
Larry LeDoux  
Carl Gatto  
Carl Rose

## AMERICAN SAMOA

**Togiola Tulafano, Governor**  
Viane Etuale  
Evelyn Godinet  
Mapu Puaopea Paopao  
Tuana'itau Tuia

## ARIZONA

Paula About  
Linda Gray  
Linda Lopez

## ARKANSAS

**Mike Beebe, Governor**  
Gilbert Baker  
Terry Hardy  
Kaneaster Hodges Jr.  
Ken James  
Calvin Johnson

## CALIFORNIA

**Arnold Schwarzenegger, Governor**  
Elaine Alquist  
Jack O'Connell  
Gene Mullin  
Kent Wong

## COLORADO

**Bill Ritter, Governor**  
Matt Gianneschi  
Beverly Ingle  
Dwight Jones  
Andrew Kerr  
Barbara O'Brien  
Sue Windels

## CONNECTICUT

**Jodi Rell, Governor**  
Cheryl Dickinson  
Andrew Fleischmann  
Thomas Gaffey  
Claudia Powers  
Patricia Sidas  
Betty Sternberg

## DELAWARE

**Ruth Ann Minner, Governor**  
Lisa Blunt-Bradley  
Sally Coonin  
Dave Sokola  
Nancy Wagner  
James Wolfe  
Valerie Woodruff

## DISTRICT OF COLUMBIA

**Adrian Fenty, Mayor**  
Robert Bobb  
Deborah Gist  
Vincent Gray

## FLORIDA

**Charlie Crist, Governor**  
Anitere Flores  
Frances Haithcock  
Evelyn Lynn  
Eric Smith  
Stephen Wise

## GEORGIA

**Sonny Perdue, Governor**  
Kathy Cox  
Erroll Davis Jr.  
Jan Jones  
Dan Weber

## HAWAII

**Linda Lingle, Governor**  
Ann Botticelli  
Pat Hamamoto  
Roy Takumi  
Rose Tseng  
Norman Sakamoto  
Dale Webster

## IDAHO

**C.L. Otter, Governor**  
John Andreason  
John Goedde  
David Hawk  
Bob Nonini

## ILLINOIS

**Rod Blagojevich, Governor**  
Anne Davis  
Ed Geppert  
Brenda Holmes  
Christopher Koch  
Kevin McCarthy

## INDIANA

**Mitch Daniels, Governor**  
Teresa Lubbers  
Gregory Porter  
Suellen Reed  
Earline Rogers

## IOWA

**Chet Culver, Governor**  
Daryl Beall  
Mary Chapman  
Nancy Boettger  
Roger Wendt

## KANSAS

**Kathleen Sebelius, Governor**  
Clay Aurand  
Christine Downey-Schmidt  
Robert McFrazier  
Alexa Posny  
Jean Schodorf  
Bill Wagnon



# 2008 ECS COMMISSIONERS

## KENTUCKY

**Steven Beshear, Governor**  
Gary Cox  
Bonnie Freeman  
Helen Mountjoy  
William Phillips  
Ken Winters

## LOUISIANA

**Bobby Jindal, Governor**  
Austin Badon  
Andre Coudrain  
Paul Pastorek  
Ben Nevers  
Phyllis Taylor  
Paul Vallas

## MAINE

**John Baldacci, Governor**  
Duke Albanese  
John Fitzsimmons  
Connie Goldman  
Elaine Makas  
Sarah Redfield

## MARYLAND

**Martin O'Malley, Governor**  
Patricia Ann Foerster  
Nancy Grasmick  
Adrienne Jones  
James Earl Lyons Sr.  
Delores Kelley  
Martha Smith

## MASSACHUSETTS

Bob Costrell  
David Driscoll  
Judith Gill  
Jim Peyser  
Stephen Tocco  
Jack Wilson

## MICHIGAN

**Jennifer Granholm, Governor**  
Sue Carnell  
Irma Clark-Coleman  
Wayne Kuipers  
Keith Pretty  
John Moolenaar

## MINNESOTA

**Tim Palwenty, Governor**  
John Berns  
Mindy Greiling  
Susan Heegaard  
Charles Wiger  
Alice Seagren  
Gen Olson

## MISSISSIPPI

**Haley Barbour, Governor**  
Hank Bounds  
Cecil Brown  
Videt Carmichael  
Doug Davis  
Thomas Meredith  
Charles Young Sr.

## MISSOURI

**Matt Blunt, Governor**  
Karen Dawson  
Kathlyn Fares  
Tom Kerber  
Jewell Scott  
Tina Zubeck

## MONTANA

**Brian Schweitzer, Governor**  
Linda McCulloch

## NEBRASKA

**David Heineman, Governor**  
John Bonaiuto  
Annette Dubas  
John Harms  
Ron Raikes  
Jess Wolf

## NEVADA

**Jim Gibbons, Governor**  
Barbara Cegavske  
Mo Denis  
Frank Meyers  
Keith Rheault  
Debbie Smith  
Alice Titus

## NEW HAMPSHIRE

**John Lynch, Governor**  
Iris Estabrook  
Thomas Horgan  
Daphne Kenyon  
Christen Lavers  
Emma Rous  
Lyonel Tracy

## NEW JERSEY

**Jon Corzine, Governor**  
William Librera  
Joan Voss

## NEW MEXICO

**Bill Richardson, Governor**  
Toney Anaya  
Reed Dasenbrock  
Gayle Dean  
Sharon Morgan  
Cynthia Nava  
Sheryl Stapleton

## NEW YORK

**David Paterson, Governor**  
Bea Gonzalez  
Barbara Clark  
Richard Mills  
Stephen Saland

## NORTH CAROLINA

**Mike Easley, Governor**  
Howard Lee  
Marvin Lucas  
Maggie Jeffus  
Ann McArthur  
Vernon Malone  
Marco Zarate

## NORTH DAKOTA

**John Hoeven, Governor**  
Art Conklin  
Doug Johnson  
Warren Larson  
Maryjane Martens  
Rae Ann Kelsch  
Gary Lee

**OHIO**  
**Ted Strickland, Governor**  
Michael Billirakis  
Joy Padgett  
Susan Tave Zelman

## OKLAHOMA

**Brad Henry, Governor**  
Nance Diamond  
Sandy Garrett  
Tony Hutchison  
Glen Johnson  
Tad Jones  
Susan Paddock

## OREGON

Peter Buckley  
Susan Castillo  
George Pernsteiner  
Jim Sager  
Vicki Walker  
Gene Whisnant

## PENNSYLVANIA

Edward Rendell, Governor  
Kenneth Jarin  
Raphael Musto  
Jim Rhoades  
James Roebuck Jr.  
Jess Stairs

## PUERTO RICO

**Anibal Acevedo Vila, Governor**  
Rafael Aragunde-Torres  
Lucy Arce-Ferrer

## RHODE ISLAND

**Donald Carcieri, Governor**  
Terri Adelman  
Peter McWalters  
Gary Sasse

## SOUTH CAROLINA

**Mark Sanford, Governor**  
Robert Hayes Jr.  
Larry Kobrovksy  
Ted Pitts Jr.  
Willis Walling  
Garrison Walters

## SOUTH DAKOTA

**Mike Rounds, Governor**  
Dale Bertsch  
Thomas Hawley  
Phyllis Heineman  
Rick Melmer  
Edwin Olson  
Robert Perry

## TENNESSEE

**Phil Bredesen, Governor**  
Gloria Bonner  
Richard Rhoda  
W. Patrick Smith  
Tim Webb  
Leslie Winningham  
Jamie Woodson

## TEXAS

**Rick Perry, Governor**  
Bob Eissler  
Geanie Morrison  
Raymund Paredes  
Robert Scott  
Florence Shapiro  
Royce West

## UTAH

**Jon Huntsman Jr., Governor**  
Gordon Snow  
Howard Stephenson

## VERMONT

**James Douglas, Governor**  
Angelo Dorta  
Doug Racine  
Diane Wolk

## VIRGIN ISLANDS

**John DeJongh Jr., Governor**  
Norman Baptiste  
Whitman Browne  
Liston Davis  
Terrence Joseph  
Keith Richards

## VIRGINIA

**Tim Kaine, Governor**  
R. Edward Houck  
Algie Howell  
Elizabeth Lodal  
Gregory Schuckman  
Timothy Sullivan  
Patricia Wright

## WEST VIRGINIA

**Joe Manchin, III, Governor**  
Brian Noland  
Steve Paine  
Robert Plymale  
Mary Poling  
Nancy Sturm

## WISCONSIN

**Jim Doyle, Governor**  
Elizabeth Burmaster  
Doug Hastad  
John Lehman  
Don Pridemore  
Luther Olsen  
Bette Lang

## WYOMING

**Dave Freudenthal, Governor**  
Rollin Abernethy  
Henry Coe  
Carla Gregorio  
Jim McBride  
Mary Throne  
Kathryn Valido

# EQUIPPING EDUCATION LEADERS, ADVANCING IDEAS



Elizabeth Lodal, ECS Commissioner and former principal of Thomas Jefferson High School for Science and Technology, Virginia, asks a question during the school tour at Manor New Tech High School.



Student leaders and school officials worked to develop action plans during the Education Leadership Colloquium on the Civic Mission of American Education.

## Education Commission of the States

2008-10 ECS Chair  
Minnesota Governor Tim Pawlenty

ECS President  
Roger Sampson

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