

2006

ANNUAL REPORT



EDUCATION

COMMISSION

OF THE STATES





Education Commission
of the **S t a t e s**

Equipping Education Leaders, Advancing Ideas

Who We Are

Education Commission of the States (ECS) is the only national, nonpartisan organization that brings together key leaders – governors, legislators, chiefs, higher education officials, business leaders and others – to work side by side to improve education.

ECS was established in 1965, by state leaders for state leaders. For more than 40 years, ECS has been helping policymakers improve public education by facilitating the exchange of information and ideas across states. A nonprofit interstate compact, ECS is the leading nonpartisan source of information, ideas and leadership on education policy. It tracks trends, translates research, provides advice and creates opportunities for state leaders to learn from one another.

Why We Exist

The ultimate purpose of ECS is to help states improve student learning and achievement. Today, more than ever, it is vital for states to learn from and build on the experience of one another.

Table Of Contents

Message from Governor Kathleen Sebelius, ECS Chair	4
Message from Interim President Roderick G.W. Chu	5
ECS Transition	6
2006 Performance Reports:	
Information Clearinghouse	7
High School Policy Center	7
National Center for Learning & Citizenship (NCLC)	8
Teaching Quality & Leadership Institute	9
Postsecondary Education & Workforce Development Institute	10
School Improvement Institute	11
Early Learning Program	11
Government Relations	12
ECS Meetings and Events	13
Financial Reports:	
Statement of Financial Position	14
Statement of Revenues, Expenses and Change in Net Assets	15
Statement of Foundation, Corporation and Government Agency Support	16-17
2006 ECS Officers & Committee Members:	
Executive Committee	18
Finance, National Forum and Nominating Committees	19
Steering Committee	20
ECS Commissioners by State	21-22

Message From Governor Kathleen Sebelius

ECS Chair 2006–2008

Dear Colleague:

The need to accelerate change and improvement at all levels of public education – from preschool through high school to postgraduate study and adult job-training programs – is clear and increasingly urgent. The strength of our economy and workforce, our capacity to spur research and innovation, the vitality of our communities and institutions – all depend on steadily growing the number and range of our citizens prepared for living, working and learning in a “flat” world.

For more than 40 years, ECS has both symbolized and sustained states’ historic commitment to working together to improve public education. It remains a unique and vital mechanism for helping them share information, ideas and lessons learned about reform and restructuring; create policy environments that promote improvement and innovation; and think, plan and invest their resources more strategically. This annual report describes the valuable contributions of ECS to policymakers in 2006.

One contribution I am very excited about is my 2006-08 Chair’s Initiative, *Great Teachers for Tomorrow*. With a focus on strategies for attracting, inspiring and equipping teachers for meaningful careers in education, and a goal of increasing teacher retention through improvement of working conditions; this initiative will provide policymakers and practitioners with the resources, information and tools they need to address this challenge in their states, districts and schools. I am inspired by the success of my predecessor – Governor Mike Huckabee – and his initiative’s contribution to the arts in education.

As ECS Chair, I am truly committed to the success of the organization and have jump-started several efforts to engage its diverse constituencies. This year I initiated, with the cooperation of the ECS Executive Committee, a re-examination of the mission, goals and priorities of ECS in recognition that much has changed in the world of education policy since the founding of the organization in 1965.

I am confident ECS will emerge from this transition a stronger, smarter and more resourceful organization, capable of achieving its full potential as a force for change and improvement at all levels of the education system, within and across states.

Sincerely,



*Kathleen Sebelius
2006-08 Chair, Education Commission of the States
Governor of Kansas*



Message From Roderick G.W. Chu

ECS Interim President 2006-2007

Dear Friend of ECS:

I am encouraged by our progress to revalidate and invigorate the mission of ECS since joining the organization as interim president in September, 2006. My Chinese upbringing has always valued the importance of education, so my experience with ECS and its worthy purpose has been rewarding.

Now more than ever, whether you view the world as flat or mountainous terrain, education nurtures responsible citizens and enables them to navigate increasingly complicated and challenging global pathways. The rehabilitation of America's education system offers no magic bullet or quick-fix solution. But our attention to the heavy-lifting for upgrading our schools and curriculum and stimulating world-class teaching is critical. We must innovate and adapt... or risk the digression of America to second-class world standing as a nation and an economy.



This past year at ECS we were focused on fundamentals:

- ✦ Restoring the fiscal health of ECS
- ✦ Examining our resources and rebalancing for better efficiency and productivity
- ✦ Engaging constituents via dialogue and listening for improved relevance of the ECS value proposition
- ✦ Shifting from an information "collection and protection" institution... to a transparent and user-friendly organization of "connecting and projecting"
- ✦ Re-examining the purpose and mission of ECS based on constituent feedback and the collective guidance of our diverse stakeholders.

This effort to reinforce the foundation principles of ECS has advanced the organization to a hopeful juncture. A strategic framework for ECS is in place and an operating discipline to encourage staff teamwork has been established.

I came to admire and respect the leadership of Governor Sebelius as she arrived as ECS chairman during a difficult time of transition. Her sense of urgency, decisiveness, and collaborative style have been critical success factors in ECS' revitalization.

So as I conclude my interim tenure, I am confident and optimistic that ECS – characterized by constituent engagement, strategic partnerships and innovative ideas – is emerging as a pivotal factor for enriching the education experience of America's citizens.

Thank you for the opportunity to serve and to contribute to the vital objective of educational results for all in our nation.

Sincerely,

A handwritten signature in black ink that reads "Roderick G.W. Chu". The signature is fluid and cursive.

*Roderick G.W. Chu
Interim President*

ECS Transition

The History

2006 was a time of transition at the Education Commission of the States (ECS). Since 1965, ECS has made it possible for states to share information and expertise related to public education. Over this time, ECS – and the education policy landscape – have grown and changed significantly.

Rethinking the Mission

Shortly after assuming the ECS chairmanship in July 2006, Kansas Governor Kathleen Sebelius set in motion a process aimed at re-establishing ECS as a dynamic force for change and improvement in public education. This process involved systematically and strategically rethinking ECS' mission, goals, priorities, structure and funding. It also involved recruiting a new president with the ability and commitment to build and lead a stronger, smarter, nimbler and more resourceful organization. The result was the Cross and Joftus, LLC report, *ECS at a Time of Transition: Defining Mission and Goals for the 21st Century*, which laid out several recommendations for moving ECS forward.

The Recommendations

Education policy consultants Cross and Joftus, LLC, were retained to assist with this process and to make recommendations to guide ECS in addressing its immediate challenges and shaping its future. In the course of this process – with the active engagement of the organization's diverse constituencies – current and former staff members, philanthropic and business leaders, and other interested parties were solicited regarding specific questions about ECS now and ECS as it can and should be.

ECS Presidential Search

ECS also embarked on a search for a new president. 2006-08 ECS Vice Chair Luther Olsen was asked to chair the Executive Search Committee to find an individual who would be a dynamic leader for ECS. The new president would need to define and communicate a strategic vision, ensure ECS' financial prosperity, strengthen the internal operating capacity of the organization and build strategic partnerships that enhance service to constituents. The Committee retained Isaacson, Miller – a leading education search firm – to help bring this individual to ECS.

Moving Forward

ECS was led for the remainder of 2006 and into 2007 by Interim President Roderick G.W. Chu, chancellor emeritus of the Ohio Board of Regents, who began his tenure in September. Chu came to ECS after having served as chancellor of the Ohio Board of Regents for over eight years where he was deeply engaged in pre-K through higher education policy issues in his state and nationally.

Roger Sampson began his tenure as president of ECS in August 2007. Prior to assuming this key leadership role, Sampson has had a distinguished education career for more than 20 years in Alaska while earning a reputation for quality, innovation and increased student achievement.

Supporters for the Transition

Historically, the philanthropic community has played a key role in ECS' success through their investments in ECS programs and activities. Several foundations have taken strategic risks to build ECS over the years. In the summer of 2006, Governor Sebelius asked the philanthropic community to join her in a new risk venture – to restructure ECS and re-establish its purpose as a mechanism for improving and strengthening education policymaking at the state level. Several foundations stepped up. *The Ford Foundation*, the *Bill & Melinda Gates Foundation*, the *Ewing Marion Kauffman Foundation*, *The Wallace Foundation* and *The William and Flora Hewlett Foundation* all provided funds to support Governor Sebelius' vision of a revitalized ECS.

Looking Ahead

2006 ended with a renewed sense of purpose and vision for ECS, a commitment to authentically engage constituents, a new framework for addressing education policy, and a strategic position that will move from merely collecting and protecting information to one in which ECS will connect our constituents, strengthen partnerships and project emerging policy and issues that are transforming the education landscape.

ECS Information Clearinghouse and HSPC

2006 PERFORMANCE REPORT

Information Clearinghouse

The ECS Clearinghouse provides first-line response to constituent requests – ensuring answers within 24 hours.

The hottest areas of interest for 2006 were:

1. Finance
2. High schools
3. No Child Left Behind
4. Teaching quality
5. Assessment and accountability

To provide what constituents need, when they want it, Clearinghouse staff added over 800 documents to www.ecs.org, including 16 ECS StateNotes, which are unique compilations of state policies on issues where policymakers have shown greatest interest. In addition, staff collected 3,500 newly-enacted state education policies. The ECS state policy database is a unique resource – currently summarizing over 25,000 policies – searchable by state, by year and by issue. Electronic publications – ECS e-Clips and e-Connection – cover issues of importance to state-level leaders and highlight state initiatives, state actions, leadership and new research.

High School Policy Center (HSPC)

ECS' High School Policy Center (HSPC) was established in 2005 to provide 50-state policy information, analysis, research findings and best practices/policy models on a number of issues of interest in state-level high school reform. The HSPC produced a number of databases and reports in 2006.

Ensuring All Students Are Work- and College-Ready

The High School Graduation Requirements Database provides 50-state information on course requirements for high school graduation; the Additional Options and Requirements database addresses five policy areas including where states require students to consider post-high school career and work options by creating a graduation and beyond plan or adopt a career focus or major in their high school coursetaking.

The policy brief *Ensuring Rigor in the High School Curriculum: What States Are Doing* makes clear that simply requiring a minimum number of core academic courses is not enough to guarantee students are graduating high school with the knowledge and skills they need to succeed in college or the workplace. Additional elements such as end-of-course exams or proficiency measures must be in place to indicate that what is labeled "Algebra I", for example, meets common expectations statewide for student learning. *Embedding College Readiness Indicators in High School Curriculum and Assessments*, another brief, likewise provides details on the policies states are implementing to gauge student preparation for postsecondary while students still have time to gain needed knowledge and skills.

System Alignment

The Progress of P-16 Collaboration in the States provides an essential overview of the concept of P-16, noting the common elements of most state P-16 efforts, and highlighting the efforts of long-standing P-16 councils and P-16 newcomers in working toward P-16 reforms. A companion report, *P-16 Collaboration in the States*, provides information on the 30 state-level P-16 councils established as of June 2006, including the method by which councils were created, their specific efforts on early learning, high school to postsecondary transitions, business involvement and the results these efforts have achieved to date. *Alignment of High School Graduation Requirements and State-Set College Admissions Requirements* offers 50-state information on the courses required in core academic subjects for high school graduation and admission to four-year state-supported institutions.

ECS National Center for Learning & Citizenship (NCLC)

2006 PERFORMANCE REPORT

100 District Leaders Network for Citizenship Education and Service-Learning

The ECS National Center for Learning and Citizenship (NCLC), in collaboration with the American Association of School Administrators and the National School Boards Association, designed and implemented the 100 District Leaders Network to provide a national voice to support citizenship education. The Network is a result of ECS' understanding that strong leadership at both the state and district levels is needed to support effective citizenship education in the nation's schools. District superintendents and school board members share and learn from one another's efforts to create and foster effective citizenship education in school districts throughout the nation, and they are committed to further engage and mentor other leaders in advancing this work.



Citizenship Education

In 2006, ECS continued to provide state policymakers and education leaders with quality, relevant and useful information through the examination, analysis and dissemination of research, policy options and quality practice to integrate and sustain citizenship education in schools and universities. An analytical framework demonstrated the "line of sight" from state policy to district policy, school climate, pedagogy and student citizenship knowledge, skills and dispositions. ECS and the National Conference of State Legislators engaged seven states in efforts to connect students with state policymakers, providing authentic opportunities to integrate youth voice in the policymaking process.

Arts in Education

As ECS sustained support for the 2004-06 ECS Chair's Initiative which focused on arts in education, we created and disseminated the *Governor's Commission on the Arts in Education Findings and Recommendations* to over 1,000 individuals and nearly 100 organizations. ECS collaborated with national, regional and state organizations to share the report and other ECS products and resources focusing on policy development, quality practices and infrastructure options to successfully integrate and sustain the arts in education.



ECS Teaching Quality & Leadership Institute

2006 PERFORMANCE REPORT

Implementing NCLB Requirements

Implementation of the No Child Left Behind Act (NCLB) continues to be a challenge for states. ECS is part of a four-organization consortium that comprises the National Comprehensive Center for Teacher Quality, one of the five national content centers established by the federal government as part of the Comprehensive Assistance Center Program.

In 2006, along with Learning Point Associates, Educational Testing Service and Vanderbilt University, ECS provided regional centers and states with the policy and practice information they need to effectively implement NCLB to meet the needs of all students. ECS products resulting from work on this project included searchable online databases that contain multiple indicators covering numerous sub-topics under teacher preparation, teacher recruitment and retention, and NCLB requirements for highly qualified teachers and paraprofessionals. These databases are available through the NCCTQ Web site at:

www.ncctq.org.

Teacher Compensation

Changing the system of teacher compensation, specifically paying teachers for what they do in the classroom, is gaining attention as a means of increasing student achievement and improving the quality of the education system overall. For diversified compensation systems to be effective for teacher recruitment and retention, policymakers need information on efforts undertaken by other states, districts and schools.

With support from the Joyce Foundation, ECS undertook a project to provide policymakers with resources on redesigning teacher compensation systems. This project resulted in a state forum held in April 2006 that brought together teams of state policymakers, legislators and education leaders to learn from experts in the field and work together on plans for their own states. Other resources created through the project include an expanded issue site and a searchable online database with information on redesigned teacher compensation systems at the state, district and school level. The issue site is available through the ECS Web site. The database is available at: www.ecs.org/html/t_comp.htm. Further work will include the publication of four issue papers on various aspects of diversified compensation systems including funding and methods of teacher evaluation.



ECS Postsecondary & Workforce Development

2006 PERFORMANCE REPORT

Travelers Insurance College and Career Success Initiative

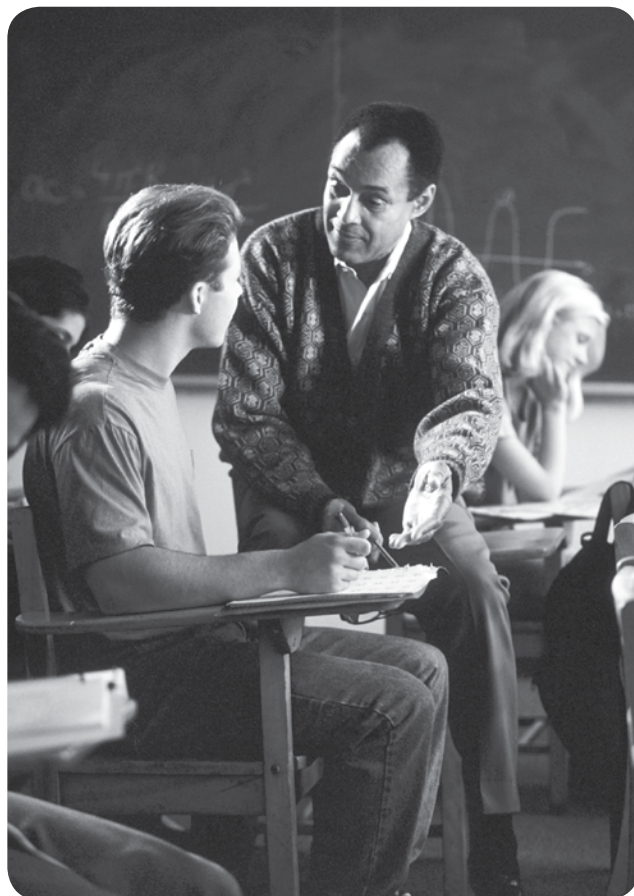
ECS provided guidance to Travelers Insurance in the development of a national strategy to increase postsecondary success and to identify an economically diverse pool of candidates for hire within the company. ECS helped create a model by which Travelers will make a multi-million dollar investment in early intervention strategies in local communities, in partnership with local universities that will provide services to low-income students enrolled at their institutions. The initiative's objective is increased college completion among low-income students and a pool of candidates for employment within Travelers Insurance. The initiative is a model for how the business community can partner with higher education to both increase postsecondary success and fulfill local workforce needs.

South Carolina State University Academic Review

ECS contracted with South Carolina State University, an historically black university located in Orangeburg, South Carolina, to assess the extent to which the university's programs are preparing graduates for participation in an information-based, global economy. The project worked with an ad hoc committee of institutional representatives to assess the academic programs at the university within the context of: the supply of students entering South Carolina State University; and the demand for their skills in the South Carolina economy. The review aligned current academic programs with the high demand jobs in the South Carolina community, identifying which degree programs provide the greatest workforce opportunities for South Carolina State students. Results included a set of recommendations on how to improve academic programs where there is high demand for graduates.

Community Colleges and Teacher Preparation: Roles, Issues and Opportunities

ECS and the National Center for Teacher Transformation at St. Petersburg College in St. Petersburg, Florida convened education leaders to explore the role of community colleges in teacher preparation, particularly in those states with high demand for teachers. The meeting, held in Washington, D.C. in August, 2006 resulted in a paper outlining the emerging role that community colleges are playing in teacher education – through partnerships with teacher education programs, professional development programs and offering bachelor's degrees in teacher education. The paper also offered a set of recommendations for future action by both policymakers and community college leaders related to further developing the role of community colleges as a high-quality source of teachers for U.S. schools.



ECS School Improvement & Early Learning

2006 PERFORMANCE REPORT

School Improvement Institute

Overview

The School Improvement Institute focuses on initiatives designed to help state education leaders create state policy that supports and escalates the best teaching and learning practices in schools and school districts to increase student learning. The major policy issues within the school improvement institute include:

- ✦ Standards, assessment and accountability
- ✦ Governance with a focus on choice and charter schools
- ✦ Finance
- ✦ Early learning.

School improvement depends on aligning or reinforcing policies in these areas. Focus on these areas reflects the compelling issues facing educators today.

Charter School Webinars

The School Improvement Institute conducted a series of Web seminars focused on charter schools. The first addressed the issue of student achievement in charter schools. Paul Hill, director of the Center on Reinventing Education, discussed findings from the report, *Key Issues in Studying Charter Schools and Achievement: A Review and Suggestions for National Guidelines* developed by the National Center for Charter Schools Research Project. The second seminar, which focused on financing charter schools, was moderated by Todd Ziebarth of the National Alliance of Public Charter Schools and featured Bryan Hassle of Public Impact who discussed findings from his research study, *Charter School Funding: Inequity's Next Frontier*.

Early Learning Program

Overview

The Early Learning Program supports state efforts to develop policies and identify practices that have a positive impact on the development and learning of young children from birth to age 8. As investing in programs for young children – especially at the pre-K and early elementary levels – has emerged as a central strategy in states' efforts to improve educational achievement and opportunity, the early learning program has provided resources to increase the capacity of policymakers to advance the early learning agenda in their states. Current key focus areas include:

- ✦ Coordination, alignment and governance of programs and services
- ✦ Workforce quality and preparation
- ✦ Parent engagement.

SPARK Scale-up from Practice to Policy

The Supporting Partnerships to Assure Ready Kids (SPARK) initiative of the W.K. Kellogg Foundation is designed to build community capacity to create partnerships among schools, state agencies and families to ensure that they work together effectively for the early learning of children. The goal is to ensure that vulnerable children are ready for school and that schools are ready for children. ECS is supporting the SPARK initiative by working with the Foundation and program staff in seven states and the District of Columbia to scale up site specific best practices from communities and schools to district and to state policy. In that capacity, ECS:

- ✦ Provides a best practices and policy "lens" through which sites can view their work and identify policy options
- ✦ Facilitates the engagement of policymakers and the development of aligned policies and practices
- ✦ Shares lessons learned with other state education leaders.

ECS Government Relations

2006 PERFORMANCE REPORT

In 2006, Government Relations continued its efforts to enhance the coordination of constituent services and outreach efforts to ensure that ECS remains a credible source for policymakers as they endeavor to improve student achievement and educational attainment.

Commissioner and Committee Appointments

Working with ECS commissioner-appointing authorities (e.g., governors, legislative leaders), ECS secured the appointment of 329 commissioners, filling 88% of possible Commissioner positions. Many of these new commissioners actively engaged with ECS, attending steering committee meetings and the national forum and participating on advisory councils and other working groups. Under the leadership of the Nominating Committee, ECS filled steering committee vacancies and achieved a diverse governing body filled to 93% capacity with 51 members.

Advisory Councils

Working with the President's Office, the National Center for Learning and Citizenship, and the Teaching Quality and Leadership, School Improvement, and Postsecondary Education and Workforce Development Institutes, Government Relations spearheaded the creation of institute and affinity advisory councils. These councils met numerous times and helped produce working plans that guided ECS as it undertook efforts to ensure it addresses critical education issues and provides timely policy options.

Networks and Partnerships

Government Relations continues to create collaborations and partnerships and manage key networks with important organizations serving ECS constituents. In 2006, ECS celebrated the 20th anniversary of the Legislative Education Staff Network (LESN), the result of a partnership with the National Conference of State Legislatures (NCSL). ECS also continued to maintain networks for chief state school officers, legislative education leaders, state higher education executive officers and governors education policy advisors in an effort to provide resources for these key leaders to create sound, effective education policy.

2006 ECS Meetings & Events

ECS Spring Steering Committee Meeting

April 26-27, 2006
Wilmington, Delaware

ECS National Forum on Education Policy

July 11-14, 2006
Minneapolis, Minnesota

ECS Fall Steering Committee Meeting

December 10-11, 2006
Denver, Colorado

The 2006 National Forum on Education Policy

The 2006 ECS National Forum on Education Policy in Minneapolis, Minnesota was a great success. Nearly 500 participants took part in over 40 sessions focused on topics ranging from educational technology to high school reform to P-16. Highlights of the event included a lively debate around an educational “elephant in the room” – national curriculum; and a discussion with education governors Kathleen Sebelius of Kansas, Mike Huckabee of Arkansas, and former Georgia governor Roy Barnes. Additionally, the gavel was passed from ECS’ 2004-06 Chair Mike Huckabee to 2006-08 Chair Kathleen Sebelius. Governor Huckabee closed out his chairmanship with a final report from his Governor’s Commission on the Arts in Education calling for continued support for the arts.



2006 ECS Award Winners



James Bryant Conant Award

Nancy S. Grasmick
Maryland Superintendent of Schools



ECS Chairman's Award

Neil Portnow
President of the National Academy
of Recording Arts & Sciences

*The Frank Newman Award
for State Innovation*
Commonwealth of Kentucky



ECS Corporate Award
Public Broadcasting Service



Financial Report: 2006 Summary

ECS Statement of Financial Position for year ending Dec. 31, 2006

ASSETS	2006
CURRENT ASSETS	
Cash and cash equivalents	\$ 17,589
Grants and contracts receivable	70,779
State fees and other accounts receivable, less allowance for doubtful accounts of \$693,964 in 2006	853,762
Prepaid expenses	74,447
TOTAL CURRENT ASSETS	\$ 1,016,577
PROPERTY AND EQUIPMENT, at cost, less accumulated depreciation and amortization	753,736
OTHER ASSETS	
Investments	3,167,030
Deferred compensation held in trust	25,853
TOTAL OTHER ASSETS	3,192,883
TOTAL ASSETS	\$ 4,963,196
LIABILITIES	
CURRENT LIABILITIES	
Accounts payable	\$ 128,250
Accrued liabilities	
Vacation	133,496
Payroll and benefits	92,896
Other	325,717
Deferred revenue	1,753,956
Line of credit	749,600
Current portion of long-term debt	78,978
TOTAL CURRENT LIABILITIES	3,262,893
Long-term debt, net of current portion	90,684
TOTAL LIABILITIES	\$ 3,353,577
NET ASSETS	
Net assets	
Invested in capital assets, net of related debt	584,076
Unrestricted	1,025,543
TOTAL NET ASSETS	1,609,619
TOTAL LIABILITIES AND NET ASSETS	\$ 4,963,196

Financial Report: 2006 Summary

ECS Statement of Revenues, Expenses and Changes in Net Assets

OPERATING REVENUES

Grants and contracts	
Foundation funding	\$ 2,406,688
Federal funding	18,359
Contract funding	90,555
State fees	4,996,927
Registration fees and corporate sponsorships	367,350
Web sponsorships	79,166
Publications and subscriptions	20,740
Other	38,425
TOTAL OPERATING REVENUES	\$ 8,018,210

OPERATING EXPENSES

Pre-K-16 policy studies	2,601,955
Information clearinghouse	807,271
State services	1,080,445
Development services	341,295
Executive/administration	3,705,771
TOTAL OPERATING EXPENSES	\$ 8,536,737
OPERATING LOSS	(518,527)

NONOPERATING REVENUES (EXPENSES)

Net realized/unrealized gain on investments	279,607
Interest and dividends	154,311
Interest expense	(53,418)
Investment expense	(18,157)
TOTAL NONOPERATING REVENUES	362,343
INCREASE (DECREASE) IN NET ASSETS	(156,184)
NET ASSETS, BEGINNING OF PERIOD	1,765,802
NET ASSETS, END OF PERIOD	\$ 1,609,619

Foundations, Corporations and Government Agencies Supporting ECS

Foundation, Corporations and Government Agencies Supporting ECS Activities for 15-month period: October 1, 2005 through December 31, 2006

NEW GRANTS – 15-MONTH PERIOD	Amount	Activity
OSU John Glenn Institute	\$ 5,000.00	Development of Service-Learning Resources
Anonymous	25,000.00	Charter Schools Webinar
The Bay and Paul Foundations	100,000.00	Civic Mission of Education
Learning Point Associates	472,590.00	Teacher Quality
St. Petersburg College	40,040.00	Paraprofessional Development
W.K. Kellogg Foundation	704,605.00	Ready Schools Best Practices
Center for Civic Education	13,000.00	Learning and Citizenship
TOTAL OF NEW GRANTS	\$ 1,360,235.00	
 NEW CONTRACTS – 15-MONTH PERIOD		
RC Wood Finance	\$ 8,000.00	School Finance
Georgia Partnership	5,500.00	Achievement Gap Analysis
McGraw-Hill/Standard and Poor's	21,600.00	Kansas Resource Management
Rhode Island	3,344.11	School Finance
Hawaii School Council	17,700.00	School Community Councils
South Carolina University	72,350.00	Academic Review
St. Paul Travelers Companies, Inc.	34,000.00	College Access
South Dakota	12,000.00	Adequacy Study
Pearson	100,000.00	e-Clips and Issue Sites Support
TOTAL OF NEW CONTRACTS	\$ 274,494.11	
TOTAL NEW GRANTS AND CONTRACTS	\$ 1,634,729.11	

Foundations, Corporations and Government Agencies Supporting ECS

Ongoing Support

Activities for 15-month period: October 1, 2005 through December 31, 2006

- ✦ Academy for Educational Development
 - ✦ Anonymous
 - ✦ The Bay and Paul Foundations
 - ✦ Carnegie Corporation of New York
 - ✦ Center for Civic Education
 - ✦ Ford Foundation
 - ✦ Bill & Melinda Gates Foundation
 - ✦ GE Foundation
 - ✦ Joyce Foundation
 - ✦ MetLife Foundation
 - ✦ Charles Stewart Mott Foundation
 - ✦ National Conference of State Legislators
 - ✦ National Science Foundation
 - ✦ Office of Educational Research and Improvement
 - ✦ Office of Elementary and Secondary Education
 - ✦ Pew Charitable Trusts
 - ✦ Riordan-Whittier
 - ✦ St. Petersburg College/NCTT
 - ✦ State Farm Insurance Companies Foundation
 - ✦ The Teaching Commission
 - ✦ The Wallace Foundation
 - ✦ Washington Mutual
-

2006 National Forum Sponsors

Platinum

Educational Testing Service
National Evaluation Systems
Pearson

Gold

The College Board
Data Recognition
Discovery Education
Measured Progress
Metametrics/Lexile
PLATO Learning, Inc.
Texas Instruments

General

American Student Assistance
Education Networks of America
KnowledgeWorks Foundation
MGT of America
SAS
State Farm Insurance Companies
TIAA-CREF
United Student Aid Funds, Inc.

2006 National Forum Exhibitors

Educational Options
Smarthinking Inc.
University of Indiana — CEEP
U.S. Department of Education

2006 National Forum Advertisers

American Student Assistance

2006-08 ECS Executive Committee

Chair 2006-08



Hon. Kathleen Sebelius
Governor
Kansas

Vice Chair



Hon. Luther Olsen
Chairman
Senate Education Committee
Wisconsin State Senate

Treasurer



Richard Rhoda
Executive Director
Tennessee Higher Education
Commission

Former Chair, 2004-06



Hon. Mike Huckabee
Governor
Arkansas

Commissioner



Hon. Sandy Garrett
State Superintendent of Public Instruction
Oklahoma State Department of Education

Commissioner



Hon. Tim Kaine
Governor
Commonwealth of Virginia

Commissioner



Hon. RaeAnn Kelsch
Chairman, House Education Committee
North Dakota House of Representatives

Commissioner



Hon. Howard Lee
Chair, State Board of Education
North Carolina

Commissioner



Hon. Norm Sakamoto
Chairman
Senate Education and Military
Affairs Committee
Hawaii

2006-08 ECS Standing Committees

Finance Committee

Chair

Richard Rhoda
Executive Director
Tennessee Higher Education Commission

Vice Chair

Bill Wagnon
Member, District 4
Kansas State Board of Education

Con Bunde
Vice-Chair, Finance Committee
Alaska State Senate

Barbara Cegavske
Senator
Nevada Senate

Adrienne Jones
Speaker Pro Tem
Maryland House of Delegates

Stephen Wise
Senator
Florida State Senate

National Forum Planning Committee

Chair

Jess Stairs
Chairman, House Education Committee
Pennsylvania House of Representatives

Vice Chair

Norman Sakamoto
Chairman, Senate Education and
Military Affairs Committee
Hawaii State Senate

Douglas Christensen
Commissioner of Education
Nebraska Department of Education

Barbara Clark
Assemblywoman
New York State Assembly

Brenda Holmes
Board Member
Illinois State Board of Education

Thomas Horgan
President and CEO
New Hampshire College and University Council

Caroline Novak
President
A+ Education Foundation

Robert Perry
Executive Director
South Dakota Board of Regents

Nominating Committee

Chair

Mike Huckabee
Governor
State of Arkansas

Vice Chair

David Sokola
Chairman, Senate Education Committee
Delaware State Senate

John Andreason
Senator
Idaho Senate

Jay Cole
Education Policy Advisor
Office of West Virginia Governor Joe Manchin III

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

Suellen Reed
Superintendent of Public Instruction
Indiana Department of Education

2006-08 ECS Steering Committee

Chair

Kathleen Sebelius
Governor
Kansas

Vice Chair

Luther Olsen
Senator
Wisconsin

Treasurer

Richard Rhoda
Executive Director
Tennessee Higher Education Commission
Tennessee

Alaska: **Con Bunde**, Senator
Alabama: **Caroline Novak**, President, A+ Ed Foundation
American Samoa: **Evelyn Godinet**, School Principal
Arizona: **Linda Gray**, Senator
Arkansas: **Robert Costrell**, Professor, University of Arkansas
Arkansas: **Mike Huckabee**, Governor
California: **Juanita Haugen**, Member, Pleasanton School Board
Colorado: **Jane Norton**, Lieutenant Governor
Connecticut: **Judith Freeman**, Senator
Delaware: **David Sokola**, Senator
District of Columbia: **Anthony Williams**, Mayor
Florida: **Stephen Wise**, Senator
Georgia: **Kathy Ashe**, Representative
Hawaii: **Norman Sakamoto**, Senator
Idaho: **John Andreason**, Senator
Illinois: **Brenda Holmes**, Member, State Board of Education
Indiana: **Suellen Reed**, Superintendent of Public Instruction
Iowa: **Daryl Beall**, Senator
Kansas: **Bill Wagnon**, Member, State Board of Education
Louisiana: **Sally Clausen**, President, Univ. of Louisiana System
Maine: **Sarah Redfield**, Professor, Education Law Institute
Maryland: **Adrienne Jones**, Speaker Pro Tempore
Michigan: **Irma Clark-Coleman**, Senator

Minnesota: **Tim Pawlenty**, Governor
Mississippi: **Alice Harden**, Senator
Missouri: **Jewel Scott**, Exec. Director, Civic Council of Greater Kansas City
Montana: **Linda McCulloch**, Superintendent of Public Instruction
Nebraska: **Doug Christensen**, Commissioner of Education
Nevada: **Barbara Cegavske**, Senator
New Hampshire: **Thomas Horgan**, President, College & Univ. Council
New Mexico: **Bill Richardson**, Governor
New York: **Barbara Clark**, Assemblywoman
North Carolina: **Howard Lee**, Chair, State Board of Education
North Dakota: **RaeAnn Kelsch**, Representative
Oklahoma: **Sandy Garrett**, Superintendent of Public Instruction
Oregon: **Susan Castillo**, Superintendent of Public Instruction
Pennsylvania: **Jess Stairs**, Representative
Rhode Island: **Peter McWalters**, Commissioner of Education
South Carolina: **Mark Sanford**, Governor
South Dakota: **Robert Perry**, Executive Director, Board of Regents
Texas: **Shirley Neeley**, Commissioner of Education
Virginia: **Tim Kaine**, Governor
Virgin Islands: **Noreen Michael**, Commissioner of Education
West Virginia: **Jay Cole**, Education Policy Advisor
Office of Governor Joe Manchin III
Wyoming: **Patricia McClurg**, Dean, College of Educ., Univ. of Wyoming

2006 ECS Commissioners

ALABAMA

Bob Riley, Governor
Stephanie Bell
Larry Dixon
H. Gipson, Jr.
Albert Morton
Caroline Novak
Sandra Sims-deGraffenried

ALASKA

Frank Murkowski, Governor
Con Bunde
Laraine Derr
Richard Maurer
Mark Neuman
Carl Rose
Roger Sampson

AMERICAN SAMOA

Togiola Tulafano, Governor
Viane Etuale
Evelyn Godinet
Mapu Paopao
Adele Satele-Galeai
Tuana'itau Tuia
Lui Tuitele

ARIZONA

Linda Aguirre
Linda Gray
Lisa Keegan
Linda Lopez

ARKANSAS

Mike Huckabee, Governor
Jared Cleveland
Terri Hardy
Kaneaster Hodges, Jr.
T. Kenneth James
Calvin Johnson
Stacy Pittman

CALIFORNIA

Arnold Schwarzenegger, Governor
Elaine Alquist
Marian Bergeson
Juanita Haugen
Gloria McLeod
Jack O'Connell
Kent Wong

COLORADO

Bill Owens, Governor
Dwight Jones
Michael Merrifield
William Moloney
Jane Norton
Sue Windels

CONNECTICUT

M. Jodi Rell, Governor
Francis Brennan
Cheryl Dickinson
Andrew Fleischmann
Judith Freedman
Thomas Gaffey
Claudia Powers
Patricia Sidas
Betty Sternberg

DELAWARE

Ruth Minner, Governor
Lisa Blunt-Bradley
Cindy DiPinto
David Sokola
Nancy Wagner
James Wolfe
Valerie Woodruff

DISTRICT OF COLUMBIA

Peggy Cafritz
Linda Cropp
Kathleen Patterson
William Pollard
Anthony Williams

FLORIDA

Jeb Bush, Governor
Rafael Arza
Dennis Baxley
Evelyn Lynn
John Winn
Stephen Wise
Cheri Yecke

GEORGIA

Sonny Perdue, Governor
Kathy Ashe
B. Joseph Brush, Jr.
Kathy Cox
Erroll Davis
F.D. Toth

HAWAII

Linda Lingle, Governor
Karen Aka
Ann Botticelli
Patricia Hamamoto
Galen Onouye
Norman Sakamoto
Roy Takumi

IDAHO

Dirk Kempthorne, Governor
John Andreason
Jack Barraclough
John Goedde
James Hammond
David Hawk
Marilyn Howard

ILLINOIS

Rod Blagojevich, Governor
Anne Davis
Miguel Del Valle
James Dougherty
Randy Dunn
Brenda Holmes
Kevin McCarthy

INDIANA

Mitch Daniels, Governor
Teresa Lubbers
Cynthia Noe
Suellen Reed
Earline Rogers

IOWA

Thomas Vilsack, Governor
Daryl Beall
Nancy Boettger
Mary Chapman
Dennis Cohoon

KANSAS

Kathleen Sebelius, Governor
Kathe Decker
Christine Downey-Schmidt
Robert McFrazier
Jean Schodorf
Andy Tompkins
Bill Wagon

KENTUCKY

Ernest Fletcher, Governor
Gary Cox
Sam Evans
Virginia Fox
Laura Owens
Frank Rasche
David Webb

LOUISIANA

Kathleen Blanco, Governor
Sally Clausen
Avon Honey
Andy Kopplin
Cecil Picard
Joe Salter
Gerald Theunissen

MAINE

John Baldacci, Governor
John Fitzsimmons
Connie Goldman
H. Sawin Millett
Elizabeth Mitchell
Sarah Redfield

MARYLAND

Robert Ehrlich, Jr., Governor
Calvin Burnett
Nancy Grasmick
Adrienne Jones
Delores Kelley
Robert Kemmery
Martha Smith

MASSACHUSETTS

Robert Castrell
David Driscoll
Judith Gill
James Peyser
Ann Reale
Stephen Tocco
Jack Wilson

MICHIGAN

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

MINNESOTA

Tim Pawlenty, Governor
Lloyd Cybart
Susan Heegaard
Gen Olson
Sandra Pappas
Alice Seagren
Barbara Sykora

MISSISSIPPI

Haley Barbour, Governor
Hank Bounds
Cecil Brown
Michael Chaney
Alice Harden
Thomas Meredith
Charles Young, Sr.

MISSOURI

Matt Blunt, Governor
Karen Dawson
Thomas Kerber
Jim Lembke
Jewel Scott
Stephen Stoll
Tina Zubeck

MONTANA

Brian Schweitzer, Governor
Linda McCulloch

NEBRASKA

Dave Heineman, Governor
John Bonaiuto
Douglas Christensen
Deb Fischer
Ron Raikes
Elaine Stuhr
Jess Wolf

NEVADA

Kenny Guinn, Governor
Barbara Cegavske
Frank Meyers
Bonnie Parnell
Keith Rheault
Debbie Smith
Alice Titus

2006 ECS Commissioners

NEW HAMPSHIRE

John Lynch, Governor

Christen Bergeron
Peter Bragdon
Debra Hamel
Thomas Horgan
Nancy Stiles
Lyonel Tracy

NEW JERSEY

Jon Corzine, Governor

William Libera
Robert Martin
David Wolfe

NEW MEXICO

Bill Richardson, Governor

Leslie Carpenter
Veronica Garcia
Eduardo Holguin
Cynthia Nava
Christine Trujillo
Sheryl Williams Stapleton

NEW YORK

George Pataki, Governor

Barbara Clark
Geoffrey Flynn
Richard Mills
Stephen Saland

NORTH CAROLINA

Mike Easley, Governor

Janice Davis
Howard Lee
Jeanne Lucas
Marvin Lucas
Vernon Malone
Marco Zarate

NORTH DAKOTA

John Hoeven, Governor

Steven Cates
Tim Flakoll
Doug Johnson
Rae Ann Kelsch
Larry Klundt
Maryjane Martens

OHIO

Bob Taft, Governor

Michael Billarakis
Roderick Chu
Joy Padgett
Susan Zelman

OKLAHOMA

Brad Henry, Governor

Odilia Dank
Nance Diamond
Sandy Garrett
Susan Paddock
Paul Risser
Claudia San Pedro

OREGON

Susan Castillo
Linda Flores
George Pernsteiner
Arnie Roblan
James Sager
Charles Starr
Vicki Walker

PENNSYLVANIA

Edward Rendell, Governor

Kenneth Jarin
Raphael Musto
James Rhoades
James Roebuck, Jr.
Ian Rosenblum
Jess Stairs

PUERTO RICO

Anibal Vila, Governor

Rafael Aragunde-Torres
Lucy Arce-Ferrer

RHODE ISLAND

Donald Carcieri, Governor

H. Terri Adelman
Anthony Leone
Peter McWalters
Gary Sasse

SOUTH CAROLINA

Mark Sanford, Governor

Conrad Festa
Robert Hayes
Larry Kobrovsky
Barbara Nielsen
Phil Owens
Willis Walling

SOUTH DAKOTA

Mike Rounds, Governor

Dale Bertsch
Phyllis Heineman
Rick Melmer
Ed Olson
Robert Perry

TENNESSEE

Phil Bredesen, Governor

Gloria Bonner
Rusty Crowe
Richard Rhoda
Lana Seivers
Patrick Smith
Leslie Winningham

TEXAS

Rick Perry, Governor

Kent Grusendorf
Geanie Morrison
Shirley Neeley
Raymund Paredes
Florence Shapiro
Royce West

UTAH

Jon Huntsman, Jr., Governor

Gordon Snow
Howard Stephenson

VERMONT

James Douglas, Governor

Angelo Dorta
Francis Voigt
Diane Wolk

VIRGIN ISLANDS

Charles Turnbull, Governor

Norman Baptiste
Whitman Browne
Liston Davis
Noreen Michael
Keith Richards

VIRGINIA

Tim Kaine, Governor

Lee Brazzell
Jo Lynne DeMary;
Donald Finley
Elizabeth Lodal
H. Russell Potts, Jr.
John Reid
Mark Warner

WEST VIRGINIA

Joe Manchin, III, Governor

Charles Bayless
Jay Cole
Steve Paine
Robert Plymale
Nancy Sturm
Larry Williams

WISCONSIN

Jim Doyle, Governor

Elizabeth Burmaster
Jessica Doyle
Bette Lang
Luther Olsen

WYOMING

Dave Freudenthal, Governor

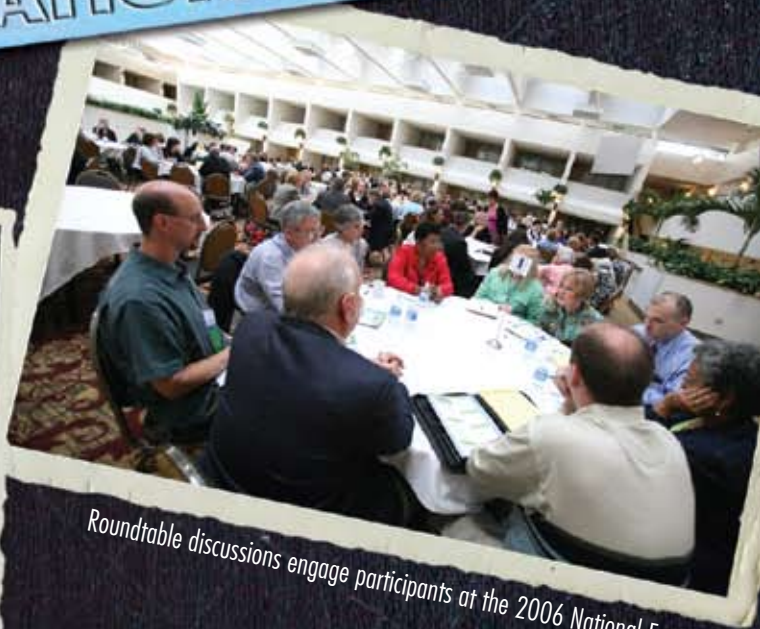
Henry Coe
Carla Gregorio
Burke Jackson
Cheryl Lowham
Patricia McClurg

2006 ECS NATIONAL FORUM

ON EDUCATION POLICY



ECS Chair Mike Huckabee participates in a lively discussion on education challenges with Governor Sebelius and former Governor Hunt.



Roundtable discussions engage participants at the 2006 National Forum.



Governor Tim Pawlenty discusses high school reform with other National Forum participants.



2004-06 ECS Chair Mike Huckabee passes the gavel to Kathleen Sebelius, the 2006-08 ECS Chair.

EQUIPPING EDUCATION LEADERS

ADVANCING IDEAS

Education Commission of the States

700 Broadway Suite 1200
Denver, CO 80203
303.299.3600
303.296.8332 fax

www.ecs.org
ecs@ecs.org

ECS 2006-08 Chair
Governor Kathleen Sebelius

ECS President
Roger Sampson