

For Urban Schools, Smaller May Be Better

By Kate Walter
American News Service

NEW YORK

As the debate over school reform rages, a growing number of educators argue that America's schools have just gotten too big. The typical urban public school houses some 750 students and some put as many as 5,000 students under one roof.

"For the past 15 years, there has been tremendous dissatisfaction from students and teachers and parents with large neighborhood high schools. Everyone knew they were not working," says Michelle Fine, professor of social psychology at City University of New York.

As a result, a number of bulging urban schools are experimenting with the educational equivalent of "downsizing." These reformers aren't arguing for a return to the one-room schoolhouse, but they do say there's a limit on the size of an effective school. They put that number at 300 to 500 students.

"A good small school keeps the teachers aware of students as people, and students don't slip through the cracks," says Anne Hallett, executive director of the Cross City Campaign for Urban School Reform, a national coalition of city-school reformers based in Chicago. "The kids also take more responsibility for themselves and each other."

Three years ago, New York City's Julia Richman High School, with 3,000 students, was deemed a failure by the school board. Stretched over several blocks, the school drew students from all over the city, but not from its own silk-stocking residential neighborhood on Manhattan's Upper East Side. Plagued by poor performance, the school had the highest rate of violence in the city.

The board of education and the teachers' union closed Julia Richman and launched six smaller high schools to replace it.

The old building became the Julia Richman Education Complex. It houses four small high schools and will soon include one elementary school. It's also home to a program for pregnant teens; Head Start and programs for teens with children; a college transition program; and a professional development center. Several other new small schools are in renovated spaces in nearby office buildings.

"There are no police patrolling the outskirts of the school or the corridors," says director Anne Cook, "and the [violent] incident rate has dropped to one of the lowest in the city."

"It's the same kids, in the same building," says Heather Lewis, co-director of the Center for Collaborative Education, an association of New York City small public schools. "When the building reopened, the modern weapons scanner ordered for the old school was put away in a closet. That's an indicator of the change that can happen."

These reforms don't require a huge influx of new money, says Ms. Hallett. "You can pretty much do small schools within the existing budget. Politicians love that." Smaller schools and classes can be created without adding teaching staff by reorganizing the schedule: teachers teach several subjects, and periods run longer.

A drawback, though, is that small schools find it harder to ensure that all students get the courses they want. In Philadelphia, students at University City High School — part of that city's small-schools reform — protested recently that they could no longer get courses in the advanced academic areas of their choice.

Still, the small-schools movement continues to grow. Seattle, Pasadena, San Francisco, and Chicago are experimenting with the concept. In 1995, the effort in New York got a major boost in the form of a \$25 million challenge grant from philanthropist Walter Annenberg to set up the New York Network for School Renewal.

"The research shows that if you create any kind of a more intimate learning environment, where kids become more visible, that's the key," says Michael Klonsky, co-director of Small Schools Workshop at the University of Illinois, Chicago. "Regardless of what it's called, building a small community is the key."

But some educators say small schools won't work unless they're part of broader reforms. "Small is a proxy for a set of conditions that must be in place for schools to flourish: autonomy, professional development, parent and community involvement, students as resources," says Professor Fine.

'The research shows that if you create ... a more intimate learning environment ... that's the key.'

— Michael Klonsky

Meeting security considered

Dallas board chief wants disruption to end

BY ROGER WITHERSPOON
Star-Telegram Dallas Bureau

DALLAS — School board President Bill Keever said yesterday that it is time to "draw the line" on disruptive protests of board meetings, and he called an emergency meeting for this afternoon to consider a new security policy.

Keever, who has said he will step down when his term as president ends in May, invited Police Chief Ben Click to the meeting and told him: "I am taking the position that any and all parties that cause disruptions at Dallas school board meetings should be removed and arrested."

Keever's action came after a raucous meeting Tuesday that was punctuated by scuffles and taunts between members of Hispanic and African-American organizations. The confrontations led to the arrest of an off-duty custodian on suspicion of assault.

In an interview yesterday, Keever said he has tried to be tolerant of protesters at board meetings.

But "when we get to the point that people can't come to the meetings because they're afraid of violence then we have to change," he said. "There have always been verbal exchanges, but now there are physical exchanges and violence. We have to take steps to ensure the meetings are safe for any who want to attend."

For nearly a year, board meetings have been disrupted by members or supporters of the New Black Panther Party and the National Association for the Advancement of Colored People, who contend that the board majority isn't allocating educational resources and jobs fairly.

These protests usually take the form of shouted comments to the board members, standing in the aisles, or refusing to hand over the microphone after the allotted time.

DETROIT NEWS FEB 14 1992

Campaign to focus on inner-city education

National Urban League calls for 'no excuses era in urban school reform.'

By Larry Brivins
Detroit News Washington Bureau

WASHINGTON — The National Urban League today launches a campaign to help improve academic achievement among inner-city children in cities like Detroit by examining educational programs that work.

They include a Head Start program in Ypsilanti, the Science Skills Academy in Brooklyn, N.Y., and Dr. James Comer's public school development program at Yale University that focuses on involving the entire community in educating youths.

Urban League President Hugh Price will moderate the educational forum in Washington today in which educators and community activists also will address issues as peer pressure, parental involvement, teaching quality and accountability and curricula.

Price called for a "no excuses era in urban school reform." He said in an interview that adults as well as students must assume responsibility for meeting tougher standards advocated by politicians, corporate leaders and educators.

"There really is no excuse for not improving education for inner-city children," Price said.

Detroit school board President Irma Clark agreed, adding that Detroit's school system already is testing Comer's "village" concept.

"We have long known that teachers and educators alone cannot educate children," Clark said. "It takes that whole village, everybody understanding that they all have a stake in the education of our kids."

N. Charles Anderson, president of the Detroit Urban League, said students are hungry for leadership and guidance.

"Some of these basics that are needed don't require more money, they just require more commitment," Anderson said. However equal funding is important to ensure that "all children have some resources to begin with," he said.

In current discussions to raise academic standards, Price said, there has been little focus on how to prepare inner-city children to meet higher standards.

"Children have little chance of clearing the higher academic bar if we concentrate only on how high it has been set," Price said. "The crucial, but as yet unanswered, question is whether the adults in children's lives will do what's necessary to equip them to clear the bar."

Price said he was encouraged by President Clinton's emphasis on education in last week's State of the Union address in which he talked about the importance of developing a world-class education system in the United States.

DENVER-ROCKY MOUNTAIN NEWS

FEB 14 1997

Good signs for inner city

THE ISSUE:
DPS approves
two educational
experiments

OUR VIEW:
Both projects
seem promising

Give Denver Public Schools credit for being willing to experiment. Not only has the district promised to replace the principals and staffs of entire schools that aren't performing up to expectations, but officials have also endorsed two plans to boost learning that are still on the drawing boards.

The first is an Edison Project school to which the school board awarded a charter in December. The Wyatt School would be created in the Cole neighborhood, a community that has a high rate of illiteracy, unemployment and teen pregnancy.

Like other Edison schools, Wyatt would feature a school calendar that is longer by about a month with seven-hour days for primary students, including 60 minutes daily of math, 75 minutes of science and social studies, and 120 minutes of reading and language arts. At Edison schools, every student's family gets a home computer, part of Edison's initial investment which in Denver is estimated at \$1.5 million. Parental involvement is expected. All teachers receive specialized training; and the curriculum is detailed and clear.

On a visit to Denver last week, Edison Project chief and former Yale president Benno Schmidt sounded enthusiastic about the new school. Edison currently has a dozen schools around the country and expects to have a total of 20 by next year and thirty or more the year after. But the school proposed for Cole neighborhood, Schmidt told us, "is the most interesting on our horizon."

If Wyatt succeeds, he added, "it will become one of the most important in the country as a model of what is possible within levels of public school spending. It will be a catalyst for change."

Edison schools are for-profit enterprises

that charge for their services only what would be spent on the same students if they attended other schools in the same system. And so far, the admittedly tentative results have been encouraging.

Wyatt is to be housed in a designated Denver landmark building at 36th Street and Franklin. The one catch is that the 110-year-old building has been empty since 1981 and to rehabilitate it will cost about \$5.5 million. That money will have to come from the state, from the mayor's urban renewal funds and from philanthropic sources. Schmidt was optimistic, saying he thought the Cole Development Corp. would find the funds and that the school would open no later than the fall of 1998.

The second project that DPS is helping to launch is the Foundation for Educational Excellence and its High Tech Academy for Martin Luther King Middle School. This venture, announced Tuesday, was developed by Marshall Kaplan, executive director of Colorado University's Institute for Policy Research and Implementation, and Patrick Hamill, President of Oakwood Homes.

The foundation has been organized expressly to provide funding for DPS schools and so far \$150,000 has been committed by Hamill for "educational enhancement." The foundation expects to raise more than \$400,000 within a year for the High Tech Academy in the form of voluntary contributions from homebuilders, developers and other businesses in the Montbello, Green Valley Ranch and Gateway communities.

DPS superintendent Irv Moskowitz said the academy would provide MLK with "state-of-the-art interactive computer technology" for high-achieving students.

All we can do at this point is wish these ventures well in both their short-term efforts to raise money and their long-term efforts to raise the level of educational achievement in Denver. This community has few needs that are more pressing.

THE NEW YORK TIMES
FRIDAY, FEBRUARY 14, 1997

A 37

In America

BOB HERBERT

A Word To the Wise

Hugh Price of the National Urban League tells the story of Cambria Smith, a teen-ager who began to flourish academically when she left a lousy junior high school environment in the Bedford-Stuyvesant section of Brooklyn and enrolled in the Science Skills Center, an experimental high school in downtown Brooklyn that emphasizes discipline, hard work and intellectual achievement.

The transition required a tough emotional adjustment. Cambria felt she had to escape the oppressive influence of her rowdy and under-achieving friends from junior high school. She knew they were holding her back. They had contempt for the rigorous atmosphere that she was seeking.

"I didn't want them following me," she said. "I told my friends goodbye. I was ready to meet new people, have different experiences. People here are academically successful. I like that. They aren't ashamed to be smart."

The problem of black kids being pressured by their peers to act as if they haven't a brain in their heads is a big one. In that particularly perverse corner of the universe, only white people get to be intelligent. Black people get to be dopes. The idea that this might be playing into the hands of racists is given no con-

An Urban League push to help black kids achieve.

sideration. That would be a sign of intelligence, which of course is not permitted.

Said Mr. Price: "The negative pressures can even reach the point that achievers try to mask their intelligence. At Ballou High School in Washington, D.C., achievers were so embarrassed and intimidated that those who'd won academic honors were afraid to attend the awards ceremonies."

This is a form of madness that needs to be turned around somewhat faster than immediately. Mr. Price was talking about it in the context of a no-nonsense effort that the Urban League is making to help lead black children out of the chaos of intellectual underachievement.

There are no longer any excuses for the failure of black children to learn, said Mr. Price, who is president of the Urban League. There are now many programs across the country that have gotten very poor inner-city youngsters to reach academic achievement levels that are at or above national norms.

"The needed innovations have been designed and field-tested," said Mr. Price. "It is now time to put them to widespread use."

But he warned that simply raising standards without providing the wherewithal for students to reach those standards would never work. Teachers, principals and schools have to be properly equipped to do their jobs. A math teacher who is not qualified to teach math is a menace. Schools without books are not schools, they are something else.

You get a sense of how serious Mr. Price is about this effort when you hear him insist that "unqualified educators" must be cast aside, "whatever their complexion."

"This may prove uncomfortable," he said, "because in the near term it could place some well-meaning but ill-prepared minority teachers at risk. But urban youngsters taught by poor teachers face the far greater risk, and over their entire lifetimes."

Mr. Price also had pointed comments to make about the responsibility of parents. "The obvious place to begin," he said, "is for individuals of child-bearing age not to bring children into this world until they are mature enough to love, nurture and provide for their offspring. The alarming incidence of out-of-wedlock teen births undermines the viability of our community by creating households, often headed by a lone teen mother, which lack the education and earning power to escape poverty. Though there are heroic exceptions, this is profoundly unfair ... because it severely handicaps the children from the outset."

He urged parents of children who are already in school to drop the handy excuses — too tired, too busy — and participate in the academic lives of their kids, including attending programs and extracurricular activities at school.

Mr. Price is carrying his message (there's a lot more to it) around the country, and the Urban League has created a variety of programs to help bolster the achievement levels of black students.

Someday, if we're lucky, the word will get out that being smart, like being black, is nothing to be ashamed of. □

Urban Education Initiative
Names for Initial Urban Conversations as of 12/2/96

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Chris Cross President	Council for Basic Education 1319 F Street, NW, Suite 900 Washington, DC 20004-1152	202/347-4171	Association President, Board of Education		Third Meeting Jan. 27
Gene Garcia Dean, School of Education	Office of the Dean School of Education 1501 Tolman Hall University of California at Berkeley	510/642-3726	Researcher		Third Meeting Jan. 27
Neil Peirce	National Journal 610 G Street, SW Washington, DC 20024		Media	Mike Usdan	Third Meeting Jan. 27
Marla Ucelli Senior Program Advisor	Rockefeller Foundation 420 5th Avenue New York, NY 10018-2702		Foundation	Mike Usdan	Third Meeting Jan. 27
Patricia Willis Director of Corporate and Education Affairs	Bell South Corporation 1155 Peachtree Street, NE Room 1917 Atlanta, GA 30367-6000	404/249-2414	Business	Mike Usdan	Third Meeting Jan. 27
Anne Bryant Executive Director	National School Boards Association 1680 Duke Street Alexandria, VA 22314	703/838-6700	Organization	Mike Usdan	Second Meeting Jan. 13
Gene Carter Executive Director	Association for Supervision of Curriculum Development 1250 Pit Street Alexandria, VA 22314-1403	703/549-9110 x300	Association	Mike Casserly	Second Meeting Jan. 13
Robert Chase President	National Education Association 1201 16th Street NW Washington, DC 20036	202/833-4000	Teachers' Union		Second Meeting Jan. 13
Tim Dyer Executive Director	National Association of Secondary School Principals 1904 Association Drive Reston, VA 22091-1598	703/860-0200	Association		Second Meeting Jan. 13
Joyce Epstein Director	Center on Families Communities, Schools, and Children's Learning Johns Hopkins University 3505 N. Charles Street Baltimore, MD 21218	410/516-8800	Researcher	Laurence Peters	Second Meeting Jan. 13
Yvonne Gonzalez Deputy Superintendent	Dallas Public Schools 3700 Ross Avenue Dallas, TX 75204	214/989-8200	Urban District Superintendent	Mike Casserly	Second Meeting Jan. 13
Paul Goren Executive Director	Minneapolis Public Schools 807 Northeast Broadway Minneapolis, MN 55413-2398	612/627-2191	Urban School District		Second Meeting Jan. 13
Kenji Hakuta School of Education, Stanford University	Department of the School of Education Stanford University Stanford, CA 94305	415/725-7454	Researcher		Second Meeting Jan. 13

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Paul Houston Executive Director	American Association of School Administrators 1801 N. Moore Street Arlington, VA 22209	703/528-0700	Association		Second Meeting Jan. 13
James Renier Retired Chairman and CEO	Honeywell 1st Bank Place, Suite 4925 601 2nd Avenue South Minneapolis, MD 55402	612/951-2208	Business		Second Meeting Jan. 13
Luis Reyes New York City Public Schools			Urban School Board Member		Second Meeting Jan. 13
William Rojas Superintendent, San Francisco Public Schools	San Francisco Public Schools 135 Van Ness Street Room 209 San Francisco, CA 94102	415/241-6121	Urban District Superintendent	Mike Casserly	Second Meeting Jan. 13
Al Shanker President	American Federation of Teachers 555 New Jersey Avenue, NW Washington, DC 20001	202/725-4289	Teachers' Union		Second Meeting Jan. 13
Deborah Wadsworth Vice President	The Public Agenda Foundation 6 East 39th Street New York, NY 10061	212/686-6610	Foundation	Mike Usdan	Second Meeting Jan. 13
Brenda Welburn Executive Director	National Association of State Boards of Education (NASBE) 1012 Cameron Street Alexandria, VA 22314	703/684-4000	Association	Mike Usdan	Second Meeting Jan. 13
Tony Bryk	Education Department University of Chicago 5835 S. Kimbark Avenue Chicago, Illinois 60637	312/702-1234	Researcher	Bob McClure	Mailed 11/19
Sally Chou Principal	Galileo Academy of Science & Technology 1150 Francisco St. San Francisco, CA 94109	(415) 749-3454	Urban District Principal	Gabriela Uro	Mailed 11/19
Manuel Gomez Vice Chancellor, Student Services	UC Irvine Irvine, CA 92697-5180	714/824-4804 714/824-2763 FAX	Researcher	Gabriela Uro	Mailed 11/15
Katheryn Sid Assistant Principal	Seward High School 350 Grant. St. New York, NY 10002	(212) 673-8896	Urban District Principal	Laurence Peters	Mailed 11/19
Ronald Woo Superintendent	Bilingual & General Education Monitoring New York City Public Schools 110 Livingston Street - Room 306 Brooklyn, NY 11201	(718) 935-3700 (OFFICE) (718) 935-5471 (FAX)	Urban District Superintendent	Gabriela Uro	Mailed 11/19
Buzz Bartlett Director, Corporate Affairs	Lockheed Martin Corporation 6801 Rockledge Drive Bethesda, MD 20817	301/897-6293	Business		First Meeting Dec. 9
Mary Caster	Los Angeles Annenberg Metropolitan Project (LAMP) 350 South Bixel, Suite 295 Los Angeles, CA 90017		Organization -Education	Mike Usdan	First Meeting December 9

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Ramona Edelin Executive Director	National Urban Coalition 1875 Connecticut Avenue, NW Suite 400 Washington, DC 20009		Organization Urban		First Meeting Dec. 9
Ernest Fleishman Senior Vice President and Director of Education	Scholastic Inc. 555 Broadway New York, NY 10012-3999	212/343-6330	Organization		First Meeting Dec. 9
Carol Gettridge Superintendent Oakland City Schools	Oakland Unified School District 1025 Second Avenue Oakland, CA 94606	510/879-8200	Urban District Superintendent	Mike Casserly	First Meeting December 9
Asa Hilliard Georgia State University	Department of Educational Policy Studies Georgia State University University Plaza Atlanta, Georgia 30303-3083	404/651-1270	Reformer, Professor	Gerry Tirozzi	First Meeting Dec. 9
David Hornbeck Philadelphia Public Schools	Administration Building - Room 218 21st Street S. Of The Parkway Philadelphia, PA 19103-1099		Urban School District Superintendent		First Meeting Dec. 9
Saul Hurwitz President	Committee for Economic Development 477 Madison Avenue New York, NY 10022		Organization	Mike Usdan	First Meeting Dec. 9
Patricia Morris Dean	College of Education Morgan State University Cold Spring Lane&Hillen Road Baltimore, MD 21239		Researcher HBCU	Rita Foy	First Meeting December 9
Tom Payzant Superintendent, Boston City Public Schools	Superintendent Boston Public Schools 26 Court Street Boston, Mass 02108	617/635-9000	Urban District Superintendent	Mike Usdan	First Meeting Dec. 9
Robert Peterkin Director	Urban Superintendents Program Harvard University Gutman Library, 4th floor 6 Appian Way Cambridge, MA 02138		Researcher		First Meeting Dec. 9
Karen Shook President, Board of Education	DC Public Schools 415 12 th Street, NW Suite 1205 Washington, DC 20004	202/724-4289	Urban District Board Member		First Meeting Dec. 9
Franklin Smith Superintendent, DC Public Schools	Office of the Superintendent 415 - 12th Street, NW Room 1209 Washington, DC 20004	202/724-4222	Urban District Superintendent		First Meeting Dec. 9
Maurice Sykes Deputy Superintendent	DC Schools Presidential Building, Room 805 415 12th Street, NW Washington, DC 20004		Urban District Dep. Superintendent	Mike Casserly	First Meeting December 9
Scott Widmeyer	The Widmeyer Group, INC 1875 Connecticut Avenue, NW Washington, DC 20009	202/667-0901	Organization		First Meeting Dec. 9

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Ron Wolk Editor	Education Week 4301 Connecticut Avenue NW, Suite 250 Washington, DC 20008	202/364-4114	Media	Mike Usdan	First Meeting Dec. 9
Mary Hatwood Futrell Dean, Graduate School of Education & Human Development	George Washington University 2134 G Street #206 Washington, DC 20052	202/994-6161	Organization NEA IHE		First Meeting Dec. 9
	Association of Mexican-American Educators 9009 District Boulevard Bakersfield, CA 93311		Association		
Victor Alicia President	Boricua College 3755 Broadway New York, NY 10032	212/694-1000 Fax 212/694- 1015	Researcher -HACU	Gabriela Uro	
Gordon Ambach Council of Chief State School Officers	One Massachusetts Avenue, NW Suite 700 Washington DC 20001-1431		Organization	Mike Usdan	
John Anderson	New American Schools 1000 Wilson Blvd. Suite 2710 Arlington VA 22209		Organization		
Norm Augustine Lockheed Martin			Business	Mike Usdan	
Robert Bates Director	Public Education Reform Partnership 1155 - 15th Street, NW Suite 1002 Washington, DC 20004	202/223-2598	Organization-Education	Jackie	
David Bergholz, Executive Director	The George Gund Foundation 1845 Guildhall Building 45 Prospect Avenue West Cleveland, OH 44115	216/241-3114	Foundation	Laurence Peters	
Wade Boykin Howard University	Howard University Department of CRESPAR Holy Cross Hall #427 2900 Van Ness St. NW Washington, DC 20008	202/806-8484	Researcher	Rita Foy	
Ida Brandon Dean	College of Education Bowie State University 14000 Jericho Park Road Bowie, Maryland 20715		Researcher HBCU	Rita Foy	
Michael Brandt, Superintendent	Cincinnati Public Schools 2651 Burnet Avenue Cincinnati, OH 45219	513/475-4882	Superintendent	Mike Casserly	
Colin Campbell President	Rockefeller Brother Foundation		Foundation	Gerry Tirozzi	
Michael Casserly Executive Director	Council of Great City Schools 1301 Pennsylvania Avenue, NW Suite 702 Washington, DC 20004		Organization- Education		

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
James Comer Yale University	School Development Program Yale Child Study Center 230 South Frontage Road P.O. Box 3333 New Haven, Conn 06510		Research/Community Schools for the 21st Century	Gerry Tirozzi	
Ray Cortines Dept. of Education			Former Chancellor NYC	Bob McClure	
Joan Crigger Assistant Executive Director	US Conference of Mayors 1620 I St., N.W. Washington, DC 20006		Association	Gabriela Uro	
Terry Dozier Department of Education			Teacher	Gabriela Uro	
Marian Edelman Executive Director	Childrens' Defense Fund 25 E. Street, NW Washington, DC 20001	202/628-8787	Organization	Mike Casserly	
Bonnie Erikson Principal	Patterson High School 100 Kane Street Baltimore, MD 21224		Educator		
Arnold Fege Director of Governmental Relations	National PTA 2000 L Street, NW, Suite 600 Washington, DC 20036		Organization	Bob McClure	
Ricardo Fernandez President	City University of New York 250 Bredford Park Blvd. West Bronx, NY 1046	718/960-8111 Fax 718/584- 1765	Researcher -HACU	Gabriela Uro	
Louis Gernster IBM			Business	Mike Usdan	
James Gibson Executive Director	D. C. Agenda 1155 - 15th Street, NW Suite 1002 Washington, DC 20004		Organization	Jackie Jackson	
William Gray					
Pamela Grotz Acting Executive Director	National Congress of Parents and Teachers 330 North Wabash Avenue, Suite 2100 Chicago, Illinois 60611-3690		Organization	Hunter Moorman	
Lou Harris President	LH Research 152 East 3th Street New York, NY 10016		Pollster	Mike Casserly	
Gary Hart Director	The California State University Institute for Education Reform CSU Sacramento 6000 J Street Sacramento, CA 95819-6018	916/278-4600	Reformer	Gabriela Uro	
Carlos Hernandez President	Jersey City State College 2039 Kennedy Blvd. Jersey City, NJ 07305-1597	201/200-3111 Fax 201/200- 2352	Researcher -HACU	Gabriela Uro	
Gerry House Superintendent	Memphis City Public Schools 2597 Avery Avenue, Room 214 Memphis, TN 38112		Urban School District Superintendent		

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Jeffrey Howard President	Efficacy Institute 128 Spring Street Lexington, Mass 02173	617/862-4390	Program Models	Rita Foy	
Calvin Johnson Dean	School of Education University of Arkansas at Pine Bluff 1200 North University Drive Pine Bluff, AK 71601		Researcher HBCU	Rita Foy	
David Kearns Xerox Corporation			Business	Mike Usdan	
Michael Kirst Stanford University	Department of the School of Education Stanford University Stanford, CA 94305	415/723-4412	Researcher	Mike Usdan	
Hank Levin Stanford University	Department of the School of Education Stanford University Stanford, CA 94305	415/723-0840	Researcher	Gabriela Uro	
Frank Macchiarola President	St. Francis College 180 Remsen Street Brooklyn, NY 11201		Urban District Superintendent, IHE	Gerry Tirozzi	
Gene Maeroff Senior Fellow	Carnegie Foundation for the Advancement of Teaching 5 Ivy Lane Princeton, NJ 08540	609/452-1780	Foundation	Hunter Moorman	
Ricardo Martinez Executive Director	Hispanic Association of Colleges and Universities One Dupont Circle, NW, Suite 230 Washington DC 20036	202/833-8361 Fax 202/833- 8367	Association	Gabriela Uro	
Shirley McBay	Quality Education for Minorities (QEM) Network 1818 N Street,NW Suite 350 Washington, DC 20036		Organization	Rita Foy	
Debbie Meier Principal	Central Park East High School 1573 Madison Avenue New York, Ny 10029		Reformer	Gerry Tirozzi	
Sarah Melendez			Foundation	Gabriela Uro	
Lamar Miller Executive Director	New York University Metropolitan Center for Urban Education 82 Washington Square EastRoom 72 New York, New York 10003		Researcher	Hunter Moorman	
Hayes Mizell Director, Program for Disadvantaged Youth	The Edna McConnel Clark Foundation 250 Park Avenue New York, NY 10017	212/551-9116	Foundation	Mike Usdan	
Lorraine Monroe Principal	Frederick Douglas Academy 2581 Adam Clatyon Powell Jr. Boulevard New York, NY 10039	212/491-4107	Principal (60 Minutes)	Gerry Tirozzi	

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Pedro Noguera UC Berkeley	School of Education 1501 Tolman Hall University of California at Berkeley		Researcher	Gabriela Uro	
Jeanie Oakes UCLA	Graduate School of Education UCLA 405 Hilgard Avenue Los Angeles, CA 90095	310/825-2494	Researcher	Gabriela Uro	
Stan Paz Superintendent, El Paso Public Schools	El Paso Public Schools 6531 Boeing Drive El Paso, TX 79925	915/779-4010	Urban District Superintendent	Mike Casserly	
Hugh Price President	National Urban League The Equal Opportunity Building 500 East 62nd Street New York, NY 10021	212/310-9000	Organization	Gerry Tirozzi	
Sammy Quintana NSBA President			Association	Gabriela Uro	
David Ramirez Cal State Longbeach			Researcher	Gabriela Uro	
Lauren Resnick Learning Resources and Development Center	University of Pittsburgh 3939 O'Hara Street Pittsburgh, PA 15260		Researcher	Mike Usdan	
Roy Romer Governor of Colorado	136 State Capitol Denver, CO 80203-1792				
Steve Sauls Associate Vice President	Public Affairs Florida International University University Park Miami, FL 33199	305/FIU-3505 Fax 305/FIU- 3660	Researcher -HACU	Gabriela Uro	
Samuel Sava Executive Director	National Association of Elementary School Principals 1615 Duke Street Alexandria, VA 22319	703/684-3345	Association	Mike Usdan	
David Shreve Committee Director	National Conference of State Legislators 444 N Capitol St Nw Suite 515 Washington DC 20001	202/624-5400 FAX 202/737- 1069	Associaton	Laurence Peters	
Warren Simmons	Philidelphia Education Fund Ben Franklin Parkway, Suite 700 Philadelphia, PA 19103		Foundation	Jackie Jackson	
Bob Slavin	Johns Hopkins University 3505 North Charles Street Baltimore, MD 21218		Researcher	Gerry Tirozzi	
Ralph Smith Annie E. Casey Foundation			Foundation	Jackie Jackson	
Don Stewart President	The College Board 45 Columbus Avenue New York, NY 10023	212/713-8036	Organization	Mike Usdan	

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Sam Stringfield	Johns Hopkins University 3505 North Charles Street Baltimore, MD 21218		Researcher	Laurence Peters	
Octavio Visiedo Former Superintendent	2250 Southwest 131 Court Miami, FL 33175		Urban School District Superintendent		
Laura Waxman Assistant Executive Director	U.S. Conference of Mayors 1620 I Street, NW 4th Floor Washington, DC 20006		Association	Gabriela Uro	
Belinda Williams Developer of the Urban School Framework	4 Kinder Road Miquon, PA 19428		Researcher	Rita Foy	
Junios Williams Associate	Urban Strategies Council Thornton House 672 Thirteenth Street Oakland, CA 94612		Organization-Urban Issues	Jackie Jackson	
Luther Williams National Science Foundation	4201 Wilson Boulevard Room 805 Arlington, VA 22230	703/306-1600	Foundation	Gabriela Uro	
Robin Willner IBM International Foundation	IBM Corporation Old Orchard Road Armonk, NY 10504	914/765-5619	Foundation	Mike Usdan	
Eugene Wilson President, Youth Development	Ewing Marion Kauffman Foundation 4900 Oak Kansas City, MO 64112-2776	816/932-1000	Foundation	Mike Usdan	
Audrey Yamagata-Noji Chair of Board of Education of Santa Ana	3117 S. Linda Way Santa Ana, Ca 92704				
Dan Yankelovich Public Agenda			Pollster	Gerry Tirozzi	
Leland Yee Commissoner	San Francisco Board of Education S.F. Unified School District 135 Van Ness Avenue San Francisco, CA 94102	415/241-6427	Urban District Commisioner	Gabriela Uro	
Ruben Zacarias Deputy Superintendent	Los Angeles Unified School District 450 North Grand Avenue Los Angeles, CA 90012	213/625-6261	Urban District Superintendent	Gerry Tirozzi	
Harold Hodgkinson (Bud) Co-Director	Center for Demographic Policy Institute for Educational Leadership 1001 Connecticut Avenue Suite 310 Washington, DC 20036	202/822-8405	Organization	Mike Usdan	
Joe Mills Braddock, II Professor and Chairman Department of Sociology	123 Ferre Building University of Miami Miami, Florida 33124		Researcher	Bob McClure	

Name & Title	Affiliation & Address	Phone #	Group	Follow-up	Status
Linda Darling-Hammond	National Commission on Teaching & America's Future Teachers College, Columbia University Box 117 New York, New York 10027		Researcher	Bob McClure	
Floretta Dukes McKenzie President, The McKenzie Group	Columbia Square 555 Thirteenth Street, NW Washington, DC 20004	202/393-0100	Foundation	Mike Usdan	
Mr. Kaweisi Mufume Executive Director	NAACP 4805 Mt. Hope Dr. Baltimore, Maryland 21215	(410) 358-8900	Organization	Rita Foy	
Delabian Rice Thurston Executive Director	Parents United 1300-19th Street NW Suite 330 Washington, DC 20036		Organization	Rita Foy	
Dr. Lloyd V. Hackley President	North Carolina System of Community Colleges 200 W. Jones Street Raleigh, NC 27603-1379		Educator	Hunter Moorman	
William Julius Wilson Harvard University	John F. Kennedy School of Government Harvard University 79 JFK Street Cambridge, Mass 02138	617/496-4514	Researcher	Mike Casserly	

Urban Initiatives Meeting -- December 2, 1996

Expected: Gabriela U., Rita F., Bill K., Jon S., Chris K., Jennifer D., Jackie J., Roneeta G.. Others?

Peggy Solanko Jennifer D. Sandra Cook Rachel

1. What do we know about the purpose/scope/status of current initiatives designed to address urban schools?

- OESE/OERI sponsored meetings (Gabriela, Rita)
- Urban Initiative Budget Proposal (Bill, Jon)
- New American High Schools Budget Proposal (Kulick)
- DC Schools (Bill, Jon)
- Chief State School Officers/Great City Schools Collaboration (Jennifer)
- NEA Commission (Jon)
- Congressman Rangel's Educational Empowerment Zones Proposal (Bill)
- NSF Urban Systemic Initiative (Jon, Bill)
- Annenberg (Jon, Bill)
- Others?

2) What are key upcoming meetings/events/dates?

3) Who is responsible for tracking progress of these various initiatives?

4) Are there ways that the Department should be getting more involved to help shape any of these efforts or help them become better coordinated?

5) Should this group meet periodically in coming weeks to update one another?

U.S. Department of Education Council of the Great City Schools
Institute for Educational Leadership

November 22, 1996

xxxxxxxxxxxxxxxxxxxx
xxxxxxxxxxxxxxxxxxxx
xxxxxxxxxxxxxxxxxxxx

Dear _____:

The United States Department of Education, the Council of the Great City Schools and the Institute for Educational Leadership invite you to participate in planning a new initiative to improve the quality of the nation's urban public schools. We will be convening small, informal meetings over the next three months to solicit advice and support from a select group of public and private sector leaders concerned with education in urban schools. We hope you will be able to join us at one of them.

The goal of this effort is straightforward: improved urban public education. This initiative is being designed to marshal the will to make that goal a reality. It will have two overarching components. The first will be to review and reach consensus on what urban schools and school systems need to do to improve. The second will be to design a plan for what others outside urban education can do to help. We will not be doing a study--we think enough is known about the necessary conditions of successful urban education to act intelligently. The result of this effort, instead, is expected to be a blueprint for a comprehensive action plan.

We are embarking on this initiative through a series of small steps, based on work earlier this year by the Department's Office of Educational Research and Improvement (OERI), but our aspiration is to build a longer-term national campaign to raise the public's awareness of the need to confront the challenges of urban education. Our work is likely to include naming a Steering Committee or Advisory Group on Urban Education, convening local or regional meetings and possibly holding an Urban Education Summit if conditions warrant. Many of us would agree that the nation has no realistic chance of attaining the National Education Goals, or of reaching high academic standards, or of enhancing the quality of life in America unless the country comes to grips with how to improve public education in our nation's inner cities.

To make it more convenient for you to attend, we are scheduling a series of meetings from which you can choose one. We will limit each session to perhaps 10-12 invitees to encourage discussion. More meetings may be added later.

Meetings will be held from 10:30 a.m. until 5:00 p.m. at the offices of the Council of the Great City Schools, 1301 Pennsylvania Avenue, NW, Suite 702, Washington, D.C. on the following dates: December 9, 1996; January 13 and 27; and February 10 and 24, 1997. One of our staff will call your office in the next several days to determine your availability and preferred dates to attend. A list of invitees is attached to this letter.

Staff from the three sponsoring organizations will collate your preferences, and send written invitations and an agenda to you. Because of limited funds, we can pay for the working lunch at each meeting and one night's lodging for those who have to stay overnight due to the long distance they have traveled. We ask that you cover your own travel expenses. Detailed information about available hotels will also be included in the follow-up mailing.

Our challenge will involve both the improvement of urban public schools and the enhancement of the nation's confidence in them. We hope you will join us in this critical venture. Nothing that any of us can do will be as valuable as this effort. Please let us know if you have comments, concerns or suggestions about how this effort proceeds. We are taking it one step at a time but we are determined that they will always be steps forward.

Thank you for your interest.

Gerald Tirozzi
Assistant Secretary for Elementary
and Secondary Education
U.S. Department of Education

Michael Casserly
Executive Director
Council of the Great City Schools

Michael Usdan
President
Institute for Educational Leadership

Sharon Robinson
Assistant Secretary for Educational
Research and Improvement
U.S. Department of Education

enclosure: Response Sheet

U.S. Department of Education

Council of the Great City Schools
Institute for Educational Leadership

RESPONSE SHEET

--Please Respond by December 5--

Please check one of the following:

- ☐ Yes, I am interested in participating in the Urban School Initiative
- ☐ No, I am not interested at this time
- ☐ Maybe, I would like to hear more before I decide

Name: _____

Address: _____

Phone/FAX/E-Mail: _____

The initiative will begin with five (5) meetings to be held at the Council of the Great City Schools, 1301 Pennsylvania Avenue, NW, Suite 702, Washington, D.C. 20004.

Please indicate your first, second and third choices for meetings below.

- ☐ December 9, 1996
- ☐ January 13, 1997
- ☐ January 27, 1997
- ☐ February 10, 1997
- ☐ February 24, 1997

Please Return Form To:

Terry Tabor

Council of the Great City Schools

1301 Pennsylvania Avenue, N.W., Suite 702

Washington, D.C. 20004

FAX: (202) 393-2400

(202) 393-2427

AGENDA

Urban Education Conversation - December 9, 1996

I. Opening Session 10:30-11:00

Welcoming Remarks
Statement of Purpose and Strategy
Introductions

II. Discussion of priorities 11:00-12:30

What priorities should urban schools and urban school districts be focused and acting on to improve academic achievement and regain public confidence?

- What are the barriers that keep schools and school districts from acting on such priorities?
- What are the leverage points that allow urban schools and urban school districts to accomplish these priorities?
- What successes can we point to that show that these priorities matter?

Lunch 12:30-1:00

III. Discussion of national strategy 1:00-4:00

- What are the components of a national strategy to improve academic achievement and regain public confidence in urban schools and school districts?
- What role should other stakeholders or communities have in carrying out this strategy?
- Recommendations for Next Steps and Future Meetings

IV. Summation 4:00-5:00

Author: William Kincaid at WDCT01

Date: 12/1/96 5:06 PM

Priority: Normal

TO: Gabriela Uro at WDCJ01

TO: Rita Foy at WDCR02

TO: Jonathan Schnur at WDCB01

TO: Christine Kulick at WDCC01

TO: Jennifer Davis at WDCB02

TO: Jackie C. Jackson at WDCJ03

TO: Roneeta Guha

Subject: Urban Initiatives Meeting -- Reminder

----- Message Contents -----

This is a reminder of the meeting we have scheduled on urban initiatives for tomorrow (Monday) at 3 pm in the OUS conference room, FB-10 room 5164. What follows is a draft agenda--let me know if you suggest any changes.

See you tomorrow.

Thanks.

-- Bill

Urban Initiatives Meeting -- December 2, 1996

Expected: Gabriela U., Rita F., Bill K., Jon S., Chris K., Jennifer D., Jackie J., Roneeta G.. Others?

1. What do we know about the purpose/scope/status of current initiatives designed to address urban schools?

OESE/OERI sponsored meetings (Gabriela, Rita)

Urban Initiative Budget Proposal (Bill, Jon)

New American High Schools Budget Proposal (Chris)

DC Schools (Bill, Jon)

Chief State School Officers/Great City Schools Collaboration (Jennifer)

NEA Commission (Jon)

Congressman Rangel's Educational Empowerment Zones Proposal (Bill)

NSF Urban Systemic Initiative (Jon, Bill)

Annenberg (Jon, Bill)

Others?

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Author: Jennifer Davis at WDCB02
Date: 11/26/96 11:11 AM
Priority: Normal
TO: William Kincaid at WDCT01
Subject: Re: Urban initiatives

----- Message Contents -----

I've got the meeting on my calendar. jennifer

I would like to suggest a meeting to do two things:

1) Share what we know about the range and purpose of various initiatives (some sponsored by ED, some not) that are designed to address urban schools, including:

OESE/OERI sponsored meetings

Urban Initiative Budget Proposal

New American High Schools Budget Proposal

Chief State School Officers/Great City Schools Collaboration

NEA Commission

Congressman Rangel's Educational Empowerment Zones Proposal

NSF Urban Systemic Initiative

Annenberg

2) Discuss possible strategies in terms of keeping up with and trying to help shape these various initiatives.

Next week is already looking pretty packed, and I would like to include Jon Schnur (who is out of town), so could folks meet Monday, Dec. 2 from 3:00 - 4:00 pm? I have reserved the OUS conference room (5164) at that time. Please let me know.

Please let me know if I have missed staff who should be invited to this. Gabriela-- could you please forward this to the OERI contact on this project?

Thanks!

-- Bill

Author: Rita Foy at WDCR02
Date: 11/25/96 2:58 PM
Priority: Normal
Receipt Requested
TO: Gabriela Uro at WDCJ01
TO: William Kincaid at WDCT01
Subject: Re[2]: Urban initiatives

----- Message Contents -----

I am available for the meeting.

Rita Foy

Reply Separator

Subject: Re: Urban initiatives
Author: Gabriela Uro at WDCJ01
Date: 11/25/96 12:45 PM

time and date sounds good. I will forward this to Laurence Peters and Rita Foy from OERI.

Gabriela

Reply Separator

Subject: Urban initiatives
Author: William Kincaid at WDCT01
Date: 11/24/96 06:35 PM

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-- Bill

Author: William Kincaid at WDCT01
Date: 11/24/96 6:35 PM
Priority: Normal
TO: Gabriela Uro at WDCJ01
TO: Jonathan Schnur at WDCB01
TO: Jennifer Davis at WDCB02
TO: Christine Kulick at WDCC01
TO: Jackie C. Jackson at WDCJ03
CC: Thomas Corwin at WDCT02
CC: Patricia Mathews at WDCT02
Subject: Urban initiatives

----- Message Contents -----

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