MINUTES
COUNCIL OF THE GREAT CITY SCHOOLS
MINUTES
EXECUTIVE COMMITTEE MEETING
Los Angeles, CA
July 22 & 23, 2022

Friday, July 22, 2022

Present:

Officers:

Kelly Gonez, Chair, Los Angeles School Board
Guadalupe Guerrero, Chair-Elect, Portland Superintendent
Darrel Woo, Secretary Treasurer, Sacramento School Board
Barbara Jenkins, Immediate Past Chair, Orange County Superintendent

Members:

Siad Ali, Minneapolis School Board
Marcia Andrews, Palm Beach County School Board
Elyse Dashew, Charlotte-Mecklenburg School Board
Valerie Davis, Fresno School Board
Talisa Dixon, Columbus Superintendent
Lewis Ferebee, DCPS Chancellor
Eric Gordon, Cleveland CEO
Joe Gothard, St. Paul Superintendent
Jesus Jara, Clark County Superintendent
Rodney Jordan, Norfolk School Board
Megan Kerr, Long Beach School Board
Deborah Shanley, Brooklyn College, CUNY Dean
Joyce Wilkerson, Philadelphia School Board

Absent:

Marcelo Cavazos, Arlington Superintendent
Sharon Contreras, North Carolina A & T State University
Shavonna Hollman, Omaha School Board
Pedro Martinez, Chicago CEO
Diane Porter, Jefferson County School Board
Sonja Santelises, Baltimore CEO
Sylvia Wilson, Pittsburgh School Board
Kelly Gonez, Chair of the Board of Directors, called the meeting to order at 2:00pm PT. A quorum was established. Members then introduced themselves and gave a short update on events in their districts.

Appointments and Nominations

Kelly Gonez presented three nominations to fill vacancies.

1) Rodney Jordan (Norfolk School Board) to serve the unexpired term of Jacinto Ramos (Fort Worth School Board), whose term expires on June 30, 2023.

2) Stephanie Elizalde (Dallas Superintendent) to serve the unexpired term of Sharon Contreras (Guilford County Superintendent), whose term expires on June 30, 2023.

3) Sharon Contreras to serve as an ex officio non-voting member, from North Carolina Agricultural and Technical State University College of Education, representing HBCUs.

The group then discussed this new position. Her title is currently Visiting Professor in the Department of Leadership Studies and Adult Education.

A motion to accept all nominations passed without dissent by voice vote.

Minutes

Kelly Gonez presented the minutes of the March 2022 meetings of the Executive Committee and Board of Directors at the Legislative Policy Conference in Washington, DC.

A motion to approve the minutes passed without dissent by voice vote.

Membership

Joe Gothard gave the report of the Membership Subcommittee. Winston-Salem/ Forsyth County Schools has applied for membership. This district meets the membership criteria, and it is the first time they have applied for membership. The recommendation is to grant their membership request.

A motion to accept Winston-Salem/ Forsyth County Schools as a new member passed without dissent by voice vote.

Ray Hart then informed the group there have been two additional inquiries. Little Rock (who would be rejoining) and Montgomery County Public Schools in Alabama. This district is unique in that they are larger than Birmingham, but their city is smaller. These applications will be voted on in October.
By-Laws

No report.

Audit

Darrel Woo gave the report of the Audit Subcommittee. Ray Hart then thanked the Council staff.

The formal audit process will begin in the fall and will be finalized in January and March.

The budget report includes:
- a preliminary unaudited report for the year ending June 2022
- an update on membership dues (all members have paid their dues for FY21-22 ending June 30, 2022)
- details on categorical funding
- asset allocations
- the budget for FY 2022-23 (which includes the new dues increase of 6.8%)
- the organization’s investment policy guidelines

In sum, the Council is in a strong financial position, even if the country should experience a recession.

A motion to approve the Audit Subcommittee report passed without dissent by voice vote.

Annual Report

Ray Hart presented the Annual Report for FY 2021-22. He thanked the Council staff for their work pulling together the report, and thanked Barbara Jenkins and all the Council officers for their leadership.

Members also received emailed copies of their district’s individualized member services reports.

A motion to accept the 2021-22 annual report passed without dissent by voice vote.

Conferences and Meetings

Ray Hart then reviewed the lineup of upcoming meetings in 2022, which have all been held in person. He thanked the conference staff for their hard work.

The annual conference will be in Orlando this year, and Ray Hart shared some updates on speakers and venues. Jose Antonio Vargas and Sanjay Gupta have been confirmed as speakers, and we have invited Ketanji Brown Jackson to join us as well (although we won’t know if she can attend until closer to the conference date).
Ray Hart then reviewed lineup of 2023 conferences. The January 20 & 21, 2023 Executive Committee meeting will be held in Charlotte, NC, at the Grand Bohemian Hotel. The 2023 annual fall conference will be at the Hilton San Diego Bayfront in San Diego. Looking beyond 2023, the following annual conference (2024) will be held in Dallas, 2025 will be in Philadelphia, and 2026 will be in Boston.

In response to a member question regarding how the Council can support new district staff, Ray Hart informed the group that this is one of the themes we consider in planning our meetings and major conferences.

**Awards**

The materials start with the application for the Green Garner Award, which will be sent out shortly. Last year Scholastic was a premier sponsor, and part of the award included the selection of a school and the building of a new library with book donations as well. Scholastic will remain as the premier sponsor again this year, and the award will be given to a member district superintendent.

The Michael Casserly award was presented at our Legislative conference this past March and awarded to a student in Norfolk.

Nominations are also provided for the Queen Smith Award, along with details on eligibility. This award goes to an outstanding teacher in a Council member district.

Finally, applications for the Shirley Schwartz Award have been sent out. This award highlights college/district partnerships, and Deb Shanley encouraged districts to lift up the work they are doing in their districts with colleges and universities.

**Communications**

Ray Hart introduced and thanked the Council communications team. This section of the materials includes a collection of the latest statements, press releases, and articles. There is information on the Bernard Harris Scholarship program, update reports on the organization’s social media presence over the past few months, and an agenda from the Public Relations Executives meeting.

Finally, at the end of the section there is a draft of a new resource—an interim progress assessment that is designed to help districts gauge how their ARP investments and activities are progressing.

The group then discussed the challenges associated with ensuring the strategic use of funds to improve teaching and learning, and how they are tracking and communicating their efforts. Columbus had a unique approach—paying stipends to university researchers to track and document the efficacy and impact of projects and programs the district is investing in.
In response to discussion/questions around the challenges of timing and a funding cliff, Ray Hart informed the group that until this point we had been hesitant to ask for extra time given that we were also asking for extra money. But last night we signed onto a letter with other organizations advocating for an extension not of the time frame, but of the deadline for liquidation of funds to December 2026.

The Council has also contracted with the Hatcher Group, a strategic communications and marketing firm, to develop communications tools around the value of public schools and the way that ARP funds have been invested to improve student outcomes.

Ray Hart then updated the group on the Council’s upcoming survey of members’ ARP investments—specifically on progress and the results of these expenditures. We need to determine the right timing for a survey of this sort. We have already done a survey of how members have invested federal funds, but now we need to look at whether those investments have been beneficial.

**Saturday, July 23, 2022**

**Legislation**

Manish Naik and Moses Palacios joined by phone and updated the group on federal action in Washington. Naik explained that the congressional activity this summer is typical for an election year: a flurry of action followed by a congressional recess so they can go home and campaign. The end of June saw the years-long deadlock on gun safety eased enough to pass the Bipartisan Safer Communities Act, as well as some action on funding for next year’s school meals before Congress left for their Fourth of July break. And there was another period of intense action in mid-July before August recess.

Congress is not expected to take final action on annual appropriations before the election. The White House and agencies released their budget proposals earlier this year and the House has acted on their bills in Committee, but the Senate needs to negotiate on a bipartisan basis to get bills out of committee and passed on the floor. With the potential majority on the line in the mid-terms, the tendency is to just wait until the results are known so that one side or the other has leverage when they finalize spending levels. The result will likely be at least one continuing resolution (CR) to delay completion of annual appropriations until December.

And while Congress continues this typical election year pattern, we have the White House and federal agencies who will try to get as much done as they can administratively. A summary and some of the main provisions of the gun safety legislation was discussed, including funding for the U.S. Department of Education through an additional $1 billion for Title IV-A and an additional $1 billion for mental health service providers, split equally between hiring more providers now and increasing the pipeline and training for future school counselors, social workers, and school psychologists.
The Council is also reviewing the Department of Education’s Office for Civil Rights’ proposed regulations for Title IX and will submit comments after discussing with our general counsels and Title IX coordinators. The Office for Civil Rights (OCR) has also been aggressively reviewing instructional practices over the last two years where they suspect that districts failed to provide the services identified in students’ IEPs and 504 plans during remote learning and are taking a hard line regardless of school closures and the pandemic. Naik also discussed a letter the Council submitted to OCR in response to their announced review of regulations for Section 504. The letter outlined our lack of support for a new 504 regulatory framework since there is no new statute and no new case law that negates any of the current 504 regulations.

The presentation ended with discussion of the American Rescue Plan and ESSER funding. The Council’s survey to CFOs on fiscal issues like funding totals, spending areas and expenditure issues was discussed, as well as the benefit that these types of surveys provide to the Council’s advocacy efforts in Washington. Discussion also included the US Department of Education’s announcement that “late liquidation” of obligated ESSER funds may allow an additional 18 months of spend-out after the September 30th deadlines.

Ray Hart shared that the Council was close to finalizing its amicus brief in the Harvard case on race-based admissions. The Council’s brief focuses on the inadequate results that race-neutral admissions policies achieve in higher education, as well as the importance of race-conscious student assignment measures in K-12. The other Supreme Court decisions this summer related to private school tuition, school prayer, and gun safety were also summarized.

The group then discussed the perverse incentives associated with delayed liquidation being tied to facilities expenditures, but not other types of spending.

Research

Ray Hart introduced the new members of the research team. The research section of the materials starts with an overview of the Council’s activities in this area. Ray Hart first called the group’s attention to an update to the Mirrors or Windows study that translated the effects into effect sizes (magnitude). In most instances, large city effects outpace the impact of other schools throughout the country.

The materials also include:
- Information from the assessment consortia. We have created a set of consortia for districts who use the same assessments and are now working with the assessment providers to produce research specifically focused on our Council member district progress.
- Information on the Equity Centered Pipeline Initiative (ECPI), which a number of our districts are involved in.
- Details on the new ELL dashboard, which benchmarks districts based on their ELL outcome data, including data from WIDA. This is an important new tool, but Ray
Hart urged caution on interpreting exit data, as exit criteria can vary from state to state. But we have found that exited students tend to perform better than their peers.

- A copy of the Rand survey, which is conducted twice a year. Ray Hart noted that we are adjusting some items to address district ARP investments and other current issues facing school districts.
- An interim progress assessment for ARP investments, offering a tool for determining how well districts are tracking their federal investments and assessing the impact of these investments.

Task Force on Achievement and Professional Development

Ray Hart began by recognizing Ricki Price Baugh, who has retired, and introduced the Council’s new CAO, Karla Estrada. He then articulated the new roles Denise Walston and Robin Hall now play (as Chief of Curriculum and Chief of Schools, respectively). This adjustment was made in an effort to mirror district structures and provide support to these job alike groups and functions.

The Achievement and Professional Development Task Force section begins with a department overview. The team is working on updating and re-releasing the Council’s curriculum framework. The new edition will build on the first framework and incorporate some new key features and guidance in the areas of social emotional learning, educational technology, equity, and unfinished learning. As in the first edition, this resource will present exemplars of district curricula that illustrate the key features presented. The new framework will be presented in final or near-final form in October.

The Curriculum and Research meeting was held in Columbus two weeks ago. The agenda provided shows the expanded scope of this conference. Ray Hart thanked Talisa Dixon and Eric Gordon for their presentations and participation in this meeting.

Finally, the materials provide an interim progress assessment for instructional investments.

Task Forces on Black and Latino Young Men and Boys, Black and Latina Young Women and Girls

The new chairs of both task forces were introduced. More detailed data on achievement trends, disproportionality, and key performance indicators for students of color will be presented in October. For Black and Latina young women and girls, the task force is also planning to collect and report on an expanded set of data covering issues such as health outcomes. Outside of collecting and analyzing data, the Committee was asked for input on next steps and projects to pursue.

One member suggested bringing back the strategy of asking districts to report on their work on an annual basis, layering this data on top of measures of impact. This would help us build our understanding of what is happening in districts across the country, with an emphasis on evidence-based promising practices.
Task Force on Bilingual, Immigrant, and Refugee Education

The Council continues to support districts in their efforts to welcome and support refugees. The Bilingual Education section of the materials includes a department overview and an agenda from the recent BIRE meeting. This agenda includes details on a preconference session that was held to provide district staff with training on the 3Ls™ approach.

The Council ELL team is also working on course development for pathways to academic success as part of a grant with UC Irvine. This will expand the offerings of the Professional Learning Platform (PLP) and provide coursework for staff that highlight best practices in the field. These courses will include videos of teachers providing instruction, with a specific emphasis on writing.

Ray Hart then called groups attention to a survey of district policies and strategies for supporting newcomer students and their families. He encouraged members to ensure that their districts submit data.

Task Force on Leadership, Governance, Management, and Finance

Ray Hart thanked Bob Carlson, AJ Crabill, and the Council’s new Management Services Director, Willie Burroughs. He also announced that Michael Hinojosa has joined the Council in a new position, as the Council’s first Superintendent in Residence.

This section of the materials includes:

- An agenda from the Jacksonville convening, a working session dedicated to developing a curriculum for leadership development training. This session was attended by a number of Executive Committee members, and Ray Hart thanked them for their contributions.

- Information on the CGCS/Harvard ABC Institute, held earlier this week at Harvard University for school boards and district leaders.

- Information on the Michael D. Casserly Legacy Award, which was awarded to a student in Norfolk this year

- A copy of the Rochester Human Resources review. This is one of a number of reviews that have been conducted or are in the works over the coming months, including IT reviews in Charlotte and Broward County and a return trip back to Rochester to review the district’s finance, transportation, and operations units.

- An agenda from the CFO/CHRO meeting, held in April in St. Petersburg, FL. In addition to sessions on financial management and governance, this convening featured presentations on district teacher recruitment and retention efforts.
Finally, this section of the materials provides copies of interim progress assessments for ARP investments and activities in the areas of finance, facilities/operations, technology, staffing and leadership development, and school board oversight.

Ray Hart then informed the group about plans for a Council staff retreat in August. This is an opportunity to bring staff together and to address how to work together to sustain member support activities.

Members discussed the challenge of providing the benefits of the Harvard ABC Institute at scale, given the turnover on school boards in a number of Council districts. Reaching those districts who participate is valuable, but how could we reach more school boards?

Members then discussed the Jacksonville convening, and the importance of this type of support for new and old board members and superintendents alike. There was a suggestion to keep this type of session going in the future.

**Strategic Plan**

Our strategic plan was developed in 2018 and lays out a plan for the organization through 2024. The framework provides a valuable structure for continuity and success, but there is room for updates. For new members, Ray Hart introduced the outline of the strategic plan, guiding principles, and goals. There are quarterly updates on the work done to reach each of these goals. Ray Hart then reviewed the current quarterly update.

In particular, the update provides details on the Council’s ongoing strategic support teams across districts and highlights the expansion of the Casserly Institute and the work being done to support and develop district leaders. To this end, the organization has brought on Michael Hinojosa as the first Superintendent in Residence and has made strides in the development of a curriculum for Superintendent training and orientation.

The Council has also identified coaches for new superintendents, ensuring that these coaches are diverse and bring a track record of success in large urban educational settings. (This includes providing coaches for the coaches.)

Ray Hart then discussed the challenge of keeping the organization’s academic and operational Key Performance Indicators current and relevant. Some of these KPIs have become outdated in the aftermath of the pandemic, so we are reaching out to the various job-alike groups to gather information on the most pertinent KPIs and making updates based on this feedback. These updates are largely minor, so the longitudinal data will remain intact.

As discussed earlier, the Council has also contracted with the Hatcher Group, a strategic communications and marketing firm to lift up communications around the value of public schools and the way that ARP funds have been invested to improve student outcomes.
There was a suggestion from one Committee member to attach dates or quarters to the strategic plan progress updates, so there is a historical record of the timing and sequencing of the work.

In response to a member question regarding the social media audit, Ray Hart gave a brief overview of the project. This audit was conducted a few years ago, and helped the organization identify ways to improve our social media strategy. The report was presented to the Executive Committee at the time, but we will re-submit this report to the Committee for the benefit of new members. Social media is also built into the current contract we have with the Hatcher Group.

**Personnel**

The Committee then went into Executive Session.

Respectfully submitted:

Ray Hart
Executive Director
BOARD OF DIRECTORS
Barbara Jenkins, Chair of the Board of Directors, called the meeting to order at 8:49 am ET. A quorum of the Executive Committee was established. Present members introduced themselves.

Minutes

Barbara Jenkins presented the minutes of the October 23, 2021 virtual meeting of the Board of Directors and the January 21 and 22, 2022 meeting of the Executive Committee in Palm Beach, FL.

A motion to approve the minutes passed without dissent by voice vote.

Audit

Bill Hite gave the report of the Audit subcommittee. He congratulated the team on another clean audit for FY20-21 which is included in the report and invited Ray Hart to address the group. Ray Hart introduced and thanked the Council administrative team, and then walked the members through the audit report.

He pointed out that 100% of Council districts paid their dues for 2021-22. So, we had full compliance (with the exception of the exempted districts—New Orleans and Puerto Rico).

The organization’s budget for 2021-22 is also provided, covering the first six months. We are currently at 38% of projected expenditures for the year. Much of this is staff offsets. The 2022-23 membership dues are also listed. These reflect an increase—tied to the Consumer Price Index—of 6.8%.

A motion to approve the Audit Subcommittee Report including the Final Audit report for FY20-21, and Proposed Budget for FY22-23 passed without dissent by voice vote.

By-Laws

No report.

Membership

Sharon Contreras gave the report of the Membership Subcommittee. An application has been received from the Phoenix Union High School District (PXU). PXU is a former member, meets the city population requirement, and has a diverse student population. However, it is one of the only districts in the country that splits the elementary schools from high schools. So, while together they would have more than enough students, they do not meet the enrollment requirement on their own.
If we do make an exception, we wouldn’t have to worry about setting any sort of precedent. Given that they are unique in this structure, this exception wouldn’t apply to any other district.

The Subcommittee recommends accepting their request to reinstate their membership.

A motion to accept the membership application of the Phoenix Union High School District passed without dissent by voice vote.

**Strategic Plan**

There have been a few updates to the strategic plan and organizational chart. We have added a new director position—Director of Strategy and Partnerships. Ray Hart then introduced Alka Pateriya, who will be supporting the Council’s work with foundations and other external groups. He then informed the group about a new partnership with police chiefs/departments nationwide.

We are also growing our support for district leaders. This will build on our second goal, expanding it to include not only support for effective governance and district management, but for district leadership.

**Appointments and Nominations**

Michael O’Neill, Chair of the Nominations Subcommittee, introduced the members of the Nominations Subcommittee, and reported the following lineup of nominations for officers, renewals of terms, and members to fill vacancies—

**Officers**

1. Kelly Gonez (Los Angeles School Board) to serve as Chair of the Board beginning July 1, 2022 and ending June 30, 2023.

2. Guadalupe Guerrero (Portland Superintendent) to serve as Chair-Elect of the Board beginning July 1, 2022 and ending June 30, 2023.

3. Darrel Woo (Sacramento School Board) to serve as Secretary/Treasurer of the Board beginning July 1, 2022 and ending June 30, 2023.

4. Barbara Jenkins (Orange County Superintendent) to serve as Immediate Past Chair of the Board beginning July 1, 2022 and ending June 30, 2023.

**Renewal of Terms**

1. Siad Ali (Minneapolis School Board) to serve a first three-year term from July 1, 2022 through June 30, 2025.
2. Valerie Davis (Fresno School Board) to serve a second three-year term from July 1, 2022 through June 30, 2025.

3. Talisa Dixon (Columbus Superintendent) to serve a first three-year term from July 1, 2022 through June 30, 2025.

4. Diane Porter (Jefferson County School Board) to serve a first three-year term from July 1, 2022 through June 30, 2025.

Vacancies

1. Eric Gordon (Cleveland CEO) to serve a first three-year term from July 1, 2022 through June 30, 2025.

2. Lewis Ferebee (DCPS Chancellor) to serve a first three-year term from July 1, 2022 through June 30, 2025.

3. Joyce Wilkerson (Philadelphia School Board) to serve a first three-year term from July 1, 2022 through June 30, 2025.

A motion to accept all nominations passed without dissent by voice vote.

Conferences and Meetings

Ray Hart reviewed the lineup of upcoming meetings in 2022, which will be held in person. Ray then introduced and thanked the conference staff.

The fall conference in 2022 will be held in Orlando. The materials provide updates on speakers and venues. The 2023 conference will be held in San Diego, the 2024 conference will now be held in Dallas (this was postponed from 2020), the 2025 conference will be held in Philadelphia, and the 2026 meeting will be held in Boston.

In addition to the regular lineup of meetings, we will also be inviting superintendents to join us June 10-12 in Jacksonville, FL to give input on the leadership and governance curriculum we’ve developed.

Communications

Ray Hart introduced and thanked the Council communications team. This section of the materials includes a collection of the latest statements, press releases, and articles. There are also update reports on the organization’s social media presence over the past few months, and a flyer for the upcoming meeting of public relations executives.
Research

Ray Hart introduced and thanked the Council research team. The research section of the Board materials starts with an overview of the Council’s activities in this area. Ray Hart called the group’s attention to data from a number of assessment consortia, including Curriculum Associates’ iReady, NWEA’s MAP, and Renaissance’s Star reading and math assessments. We have created three ‘assessment consortia,’ or groupings of districts according to the assessments they employ. This allows districts who use the same assessments to query their peers around implementation, best practices, etc. The first is made up of districts who use iReady, the second is districts that use MAP, and a third consortia is comprised of districts who use the Star assessment. We are also working with each of these companies to produce reports specific to Council member districts. In general, the data shows impressive growth in a number of areas. The data also suggests that declines from the pandemic were greater in the elementary grades than in later grades. In addition to providing networking and data, this is an opportunity for us to push back on assessment developers to ensure urban district needs are met. He encouraged present members to ensure their district is participating, as participation goes beyond merely support and data analysis.

We have also updated our NAEP special analysis, Mirrors or Windows. Specifically, we’ve updated the Mirrors report to include effect sizes that estimate the magnitude of the observed differences between Large Cities’ expected performance on NAEP and their actual performance. This new information illustrates how much impact Large Cities had on student achievement. Effect sizes go beyond measures of statistical significance by identifying districts that produce greater performance, after we control for poverty and other meaningful factors.

Legislation

Ray Hart introduced and thanked the Council legal and legislative team. Board members will hear a full update on legislative developments later this afternoon.

Task Force on Achievement and Professional Development

Deb Shanley gave the report of the Task Force on Achievement and Professional Development. The meeting yesterday was focused on the use of achievement data and supports for teachers to address unfinished learning.

The achievement and professional development section of the materials starts with an update and overview of academic department projects and activities. This includes details on a recent district convening to discuss priorities in instructional investments of ARP funds, a meeting with educational publishers to share district spending priorities, a summary of biweekly meetings of instructional leaders and the themes arising from these discussions, a series of webinars about addressing unfinished learning, the early reading accelerator project, and a catalog of various instructional support materials released over
the past few years. There is also a save-the-date flyer for the upcoming Curriculum and Research Directors meeting in Columbus, OH.

Work is now underway on an updated version of the curriculum framework, released back in 2017. We are enlisting the assistance of technical partners and an advisory committee of district instructional leaders to help us add a stronger focus on things like equity, technology, addressing unfinished learning, and incorporating social emotional learning into the curriculum.

Ray Hart then introduced and thanked the academic team, as well as Alka Pateriya for assisting the academic team over the past few months.

**Task Force on English Language Learners and Bilingual Education**

Jesus Jara gave the report of the Task Force on English Language Learners and Bilingual Education. He thanked the Council for providing support and guidance to districts around supporting immigrant and bilingual students during the pandemic, as well as the support for the resettlement of refugees in large cities. The regular job alike calls have provided district ELL staff with a lifeline, and the meeting yesterday provided the group with themes and findings from these regular check-ins. We also discussed legal issues and the work of districts to support new immigrants.

Ray Hart then introduced and thanked the Council ELL team. This section of the materials starts with an overview of the activities of the ELL department. He highlighted the team’s work with the Department of Homeland Security to procure information on incoming refugees to provide districts with advance planning time and improve support for the refugees being resettled in member districts across the country. This has been challenging, as DHS and the U.S. Department of Education do not share this information readily or with each other.

The materials also include a report on connecting the 3Ls work to district and state standards, information on Canvas courses the Council ELL team has developed to help support district ELL staff, and an update on work that is underway with UC Irvine to develop a series of 10 courses to support writing.

In response to a question about the Council’s work to resettle refugees, Gabi Uro gave an update on Operation Allies Welcome. Members reported receiving refugees from Afghanistan and now Ukraine. Communities have found themselves overwhelmed by needs such as live translation and housing, so there is a need for advocacy to bring help from the broader community.

**Task Force on Black and Latino Young Men and Boys**

Michael Hinojosa and Bill Hite gave the report of the Task Force on Black and Latino Young Men and Boys. This task force has begun to pivot in their work and focus—a change that was inspired by the work of the Females of Color task force. Hinojosa explained that
they have been frustrated about the lack of progress, so they refocused the work of the task force to concentrate on disproportionality in three areas: performance, access, and discipline. They are hoping that this added clarity around their goals will help advance the work.

Bill Hite then gave a brief history of the task force, which was an outgrowth of the work around the My Brother’s Keeper initiative from back in 2014. The conversation at the task force meeting yesterday was enriched by a presentation by Michael Hinojosa and one of his board members on the “Reset Centers” work going on in Dallas.

With both task force chairs leaving their roles, we now need to start the process of appointing new chairs to ensure the work moves forward.

One member then suggested widening the purview of this task force to include Asian students. Sharon Contreras gave a brief overview of the original thinking that went into developing the males and females of color task forces, and the decision to focus on black and Latino students.

**Task Force on Black and Latina Young Women and Girls**

Kelly Gonez, Sharon Contreras, Shavonna Holman gave the report of the Task Force on Black and Latina Young Women and Girls. Right now there is a lot of data missing—particularly data around physical and mental health that will need to be addressed to ensure that we are building comprehensive systems of support for these girls. Shavonna Holman then walked the group through the data included in the materials.

Sharon Contreras suggested hosting a pre-conference session to delve into these issues at the upcoming annual fall conference in Orlando. We need to make sure we are not just having isolated conversations, that we are making connections and then supporting members when they return to their districts to do the work.

The Board Chair then reminded members to share any strategies and programs that are working for males or females of colors in their districts so we can highlight the work and disseminate promising practices.

**Task Force on Leadership, Governance, Management, and Finance**

Michael O’Neill gave the report on the Task Force on Leadership, Governance, Management, and Finance. Leadership is a major focus of the Council’s strategic plan. O’Neill called the group’s attention to the student-outcomes focused leadership approach, which undergirds the Council’s support for school boards. The discussion was then divided into a report out on leadership and governance activities and a report out on management and finance activities.

**Leadership and Governance**
The Council’s work in the area of leadership and governance has three levels.

1. The most intensive support is provided to districts individually in the form of technical assistance and board retreats facilitated by the Council’s Executive Director and Director of Governance.

2. The second level of support involves training cohorts for school board chairs, new school board members, governance support staff, and governance coaches. This is a rigorous schedule of training that was put together by a team of board members and practitioners.

3. Finally, the Council offers joint professional learning opportunities for teams of superintendents and board members through the CGCS/Harvard Leadership Institute. This is a three-day program that is hosted every summer and is now in its third year. Information on dates, cost, and program structure is included in materials.

Ray Hart then updated the group on the Council’s work to develop coaching for district leaders. Michael Hinojosa will join the Council to help lead this project. Hinojosa then addressed the group, and informed the Board that he will be putting together a cadre of outstanding leaders to help him.

Management and Finance

The Council is continuing to provide strategic support team reviews to member districts across a range of topical areas. Two recent SST reviews are included in the materials—one for Kansas City, and another for East Baton Rouge. A history of SSTs is also included in the materials, providing a list of the 300+ reviews conducted over the last 25 years. Details on the process of requesting and supporting an SST review can be found in the Board book.

Ray Hart then informed the group that Bob Carlson will be transitioning to the role of Senior Management Advisor. He introduced Willie Boroughs, who will be taking over as Director of Management Services.

Ray Hart then updated the group on the development of programming for the Casserly Institute. This program is designed to provide support for new and interim superintendents, as well as for cabinet level leaders.

Board members then discussed the value of training and preparation for school boards—and some members shared the endorsements/certification process employed in their districts.

The discussion also touched on the need for a pipeline of future district leaders, and the need to ensure diversity in the ranks of these rising leaders—both superintendents and board members. Ray Hart informed the group that the nuances of these leadership needs and priorities will be covered at our convening of district leaders in June.
Wrap up

Ray Hart reiterated the importance of encouraging staff to attend the various job alike meetings scheduled for the remainder of the year, as this is a critical time for districts to collaborate and learn from one another.

Ray Hart then presented plaques to three Council staff members who will be retiring (Jeff Simering, Director of Legislative Services and Ricki Price Baugh, Director of Academic Achievement) or transitioning to a different role in the coming months (Bob Carlson from Director of Management Services to Senior Advisor for Management Services) and announced the appointment of Manish Naik as the Council’s new Director of Legislation. Dr. Hart also announced that Willie Burroughs will be joining the staff in April as the new Director of Management Services. He then thanked outgoing Chair Barbara Jenkins for her superb leadership and presented her with a crystal gavel.

The Executive Committee ratified all the votes of the board.

The meeting was adjourned at 11:58 am.

Respectfully submitted:

Ray Hart
Executive Director