

COUNCIL OF THE GREAT CITY SCHOOLS

EXECUTIVE COMMITTEE MEETING

OCTOBER 19, 2017

CLEVELAND, OH

COUNCIL OF THE GREAT CITY SCHOOLS

Executive Committee Meeting Agenda

**October 19, 2017
Cleveland**

October 19, 4:30 pm	EXECUTIVE COMMITTEE CONVENES	
	<ul style="list-style-type: none"> • Welcome and Introductions 	Page 4
	Opening of Executive Committee meeting and introductions.	
	<i>Darienne Driver, Chair of the Board</i>	
	<ul style="list-style-type: none"> • Minutes 	Page 12
	Consideration of minutes from the July 21 & 22, 2017 meeting of the Executive Committee in Portland, OR and the March 12, 2017 meeting of the Board of Directors in Washington, DC.	Vote
	<i>Darienne Driver, Chair of the Board</i>	
	<ul style="list-style-type: none"> • Nominations 	Page 29
	The Chair's appointments to subcommittees and task forces.	
	<i>Darienne Driver, Chair of the Board</i>	
	<ul style="list-style-type: none"> • Membership Subcommittee Report 	Page 55
	Report of the Membership Subcommittee.	
	<i>Larry Feldman, Membership Subcommittee Chair</i>	
	<ul style="list-style-type: none"> • By-Laws Subcommittee Report 	Page 38
	Report of the By-Laws Subcommittee.	
	<i>Allegra "Happy" Haynes, By-Laws Subcommittee Chair</i>	

	<ul style="list-style-type: none"> • Audit Subcommittee Report 	Page 48
	Status report on the 2016-17 budget and the budget for 2017-18.	Vote
	<i>Eric Gordon, Audit Subcommittee Chair</i>	
	<ul style="list-style-type: none"> • Conferences and Meetings 	Page 79
	Executive Committee and job-alike meetings, and major conferences in 2017 and 2018.	
	<i>Michael Casserly, Executive Director</i>	
	<ul style="list-style-type: none"> • Awards Programs 	Page ; 3
	Brief overview of the Council's annual awards programs.	
	<i>Michael Casserly, Executive Director</i>	
	<ul style="list-style-type: none"> • Strategic Planning 	Page ; :
	Preliminary materials to inform the Committee's strategic planning efforts.	
	<i>Michael Casserly, Executive Director</i>	
5:30 pm	EXECUTIVE COMMITTEE BREAKS FOR AWARDS BANQUET	

ABOUT THE COUNCIL

COUNCIL OF THE GREAT CITY SCHOOLS

OUR VISION

Urban public schools exist to teach students to the highest standards of educational excellence. As the primary American institution responsible for weaving the strands of our society into a cohesive fabric, we — the leaders of America’s Great City Schools — see a future where the nation cares for all children, expects their best, appreciates their diversity, invests in their futures, and welcomes their participation in the American dream.

The Great City Schools are places where this vision becomes tangible and those ideals are put to the test. We pledge to commit ourselves to the work of advancing empathy, equity, justice, and tolerance, and we vow to do everything we can to vigorously resist the forces of ignorance, fear, and prejudice, as we teach and guide our students. We will keep our commitments, and as we do and as society supports our endeavors, cities will become the centers of a strong and equitable nation, with urban public schools successfully teaching our children and building our communities.

OUR MISSION

It is the special mission of America’s urban public schools to educate the nation’s most diverse student body to the highest academic standards and prepare them to contribute to our democracy and the global community.

OUR GOALS

To educate all urban school students to the highest academic standards.

To lead, govern and manage our urban public schools in ways that advance the education of our children and inspire the public’s confidence.

To build a confident, committed and supportive urban community for raising the achievement of urban public schoolchildren.

COUNCIL OF THE GREAT CITY SCHOOLS

Executive Committee

2017-2018

OFFICERS

Chair of the Board: Darienne Driver, Milwaukee Superintendent
Chair-Elect: Lawrence Feldman, Miami-Dade County School Board
Secretary/Treasurer: Eric Gordon, Cleveland CEO
Immediate Past-Chair: Felton Williams, Long Beach School Board

MEMBERS

Thomas Ahart, Des Moines Superintendent
Juan Cabrera, El Paso Superintendent
Richard Carranza, Houston Superintendent
Sharon Contreras, Guilford County Superintendent
Marnell Cooper, Baltimore School Board
Paul Cruz, Austin Superintendent
Allegra “Happy” Haynes, Denver School Board
Michael Hinojosa, Dallas Superintendent
William Hite, Philadelphia Superintendent
Barbara Jenkins, Orange County Superintendent
Michelle King, Los Angeles Superintendent
Ronald Lee, Dayton School Board
Aurora Lora, Oklahoma City Superintendent
Lacey Merica, Omaha School Board
Barbara Nevergold, Buffalo School Board
Michael O’Neill, Boston School Committee
Ashley Paz, Fort Worth School Board
Elisa Snelling, Anchorage School Board
Susan Valdes, Hillsborough County School Board
Paula Wright, Duval County School Board

Ex Officio

Deborah Shanley, Brooklyn College CUNY Dean

COUNCIL OF THE GREAT CITY SCHOOLS
EXECUTIVE COMMITTEE
FY 2017-18

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COUNCIL OF THE GREAT CITY SCHOOLS
EXECUTIVE COMMITTEE
FY 2017-18

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COUNCIL OF THE GREAT CITY SCHOOLS
Board of Directors (as of October 10, 2017)

CITY	SUPERINTENDENTS	BOARD MEMBERS
Albuquerque	Raquel Reedy	David Percy
Anchorage	Deena Bishop	Elisa Snelling
Arlington	Marcelo Cavazos	Jamie Sullins
Atlanta	Meria Carstarphen	Leslie Grant
Austin	Paul Cruz	Kendall Pace
Baltimore	Sonja Santelises	Marnell Cooper
Birmingham	Lisa Herring	Wardine Alexander
Boston	Tommy Chang	Michael O'Neill
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Cincinnati	Laura Mitchell	Melanie Bates
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Cleveland	Eric Gordon	Denise Link
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Dallas	Michael Hinojosa	Lew Blackburn
Dayton	Rhonda Corr	Ronald C. Lee
Denver	Tom Boasberg	Allegra "Happy" Haynes
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Detroit	Nikolai Vitti	Steven Rhodes
Duval County	Patricia Willis	Paula Wright
El Paso	Juan Cabrera	Dori Fenenbock
Fort Worth	Kent P. Scribner	Ashley Paz
Fresno	Robert Nelson	Brooke Ashjian
Guilford County	Sharon Contreras	Linda Welborn
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Hillsborough County	Jeff Eakins	Susan Valdes
Houston	Richard Carranza	Diana Davila
Indianapolis	Lewis Ferebee	Samuel Odle
Jackson	Freddrick Murray (Interim)	Rickey Jones
Jefferson County	Martin Pollio	Diane Porter
Kansas City	Mark Bedell	Ajia Morris
Long Beach	Christopher Steinhauser	Felton Williams
Los Angeles	Michelle King	Kelly Gonez
Miami-Dade County	Alberto Carvalho	Lawrence Feldman
Milwaukee	Darienne Driver	Michael Bonds
Minneapolis	Ed Graff	Don Samuels
Nashville	Shawn Joseph	JoAnn Brannon
Newark	Christopher Cerf	Antoinette Baskerville-Richardson
New Orleans	Henderson Lewis Jr.	N/A
New York City	Carmen Fariña	N/A
Norfolk	Melinda Boone	Rodney Jordan
Oakland	Kyla Johnson-Trammell	Jumoke Hinton Hodge
Oklahoma City	Aurora Lora	Paula Lewis
Omaha	Mark A. Evans	Lacey Merica
Orlando	Barbara Jenkins	William Sublette
Palm Beach County	Robert Avossa	Marcia Andrews

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Michael Grego
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Thomas Kranz
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Nicholas Hemond
Dawn Page
Van Henri White
Darrel Woo
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Jon Schumacher
Patti Radle
Richard Barrera
Mark Sanchez
TBD
Jill Geary
Kevin Woods
Chris Varwig
Lana Turner-Addison
N/A
Jeff Davis

COUNCIL OF THE GREAT CITY SCHOOLS

Staff

Michael Casserly, Executive Director
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Alisa Adams, Finance Manager
Marilyn Banks, Administrative Assistant
Terry Tabor, Conference Manager
Angel Gooch, Administrative and Conference Specialist
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Julie Beth Halbert, Legislative Counsel
Manish Naik, Legislative Manager
Gabriela Uro, Director of ELL Policy & Research
David Chi-Wai Lai, Special Projects Manager
Henry Duvall, Director of Communications
Tonya Harris, Communications Manager
Darrell Robinson, Communications Specialist
Raymond Hart, Director of Research
Renata Uzzell, Research Manager
Moses Palacios, Legislative and Research Manager
Ashley Ison, Research and ELL Policy Specialist
Ricki Price-Baugh, Director of Academic Achievement
Denise Walston, Director of Mathematics
Robin Hall, Director of Language Arts and Literacy
Robert Carlson, Director of Management Services
Michell Yorkman, Special Projects Manager
Amanda Corcoran, Special Projects Manager

MINUTES

EXECUTIVE COMMITTEE

**COUNCIL OF THE GREAT CITY SCHOOLS
MINUTES
EXECUTIVE COMMITTEE MEETING
PORTLAND, OR
July 21-22, 2017**

Friday, July 21, 2017

Present:

Officers:

Darienne Driver, Chair, Milwaukee Superintendent
Lawrence Feldman, Chair-elect, Miami-Dade County School Board
Felton Williams, Immediate Past Chair, Long Beach School Board

Members:

Juan Cabrera, El Paso Superintendent
Richard Carranza, Houston Superintendent
Sharon Contreras, Guilford County Superintendent
Marnell Cooper, Baltimore City School Board
Paul Cruz, Austin Superintendent
Allegra Haynes, Denver School Board
Michael Hinojosa, Dallas Superintendent
William Hite, Philadelphia Superintendent
Michelle King, Los Angeles Superintendent
Ronald Lee, Dayton School Board
Aurora Lora, Oklahoma City Superintendent
Lacey Merica, Omaha School Board
Barbara Nevergold, Buffalo School Board
Michael O'Neill, Boston School Board
Ashley Paz, Fort Worth School Board
Deborah Shanley, Brooklyn College, CUNY Dean
Elisa Snelling, Anchorage School Board
Susan Valdes, Hillsborough County School Board
Paula Wright, Duval County School Board

Absent:

Tom Ahart, Des Moines Superintendent
Eric Gordon, Cleveland CEO
Barbara Jenkins, Orange County Superintendent

Darienne Driver, Chair of the Board of Directors, called the meeting to order at 2:00 pm.
Members introduced themselves and a quorum was established.

Minutes

Darrienne Driver presented the minutes of the March 11, 2017 meeting of the Executive Committee and the March 12, 2017 meeting of the Board of Directors at the Legislative Conference in Washington, DC. A motion to approve the minutes passed by voice vote.

Nominations

Committee materials provided a list of all nominations by Board Chair Darrienne Driver for 2017-18 chairs and members of the audit, by-laws, and membership subcommittees, as well as the achievement, professional development, bilingual, leadership and governance, and finance task forces.

A motion to officially combine the achievement and professional development task forces passed by voice vote. A motion to create a task force on Males of Color passed by voice vote.

By-Laws

No report. A copy of the current by-laws was included in committee materials.

Audit

Michael Casserly, the Council's executive director, reviewed the audit materials, including a preliminary final budget report for the 2016-17 budget year (ending June 30, 2017). Documents included the operations budget, categorical programs, and a combined full budget. The organization's annual budget is about \$7 million, of which 47 percent comes from membership dues, 32 percent from various grants and contracts, 18 percent from sponsor contributions, 7 percent from conference registration fees, 3.5 percent from interest and dividends on investments, and less than one percent from royalties, etc.

Casserly also provided a detailed breakdown of organizational expenditures, including operating expenses by function and category. He drew the group's attention to the organization's surplus for 2016-17 that was caused by not having to pay rent for the year and by off-setting external grants. Rent payments in the organization's new headquarters started as of July 1, 2017.

Casserly then covered each individual grant, and the activities they supported. He indicated that there was roughly \$569K in unspent funds from a previous Gates Foundation grant, and the foundation was expected to approve a proposal for reallocating these funds.

Casserly also described the annual budgeting process and timeline, using the 2017-18 budget as an example.

The audit report also presented the state of membership dues. Four districts were projected not to pay. For new committee members, Casserly explained that New Orleans was exempted from dues. Charleston has also failed to pay, and Michael O'Neill, Boston school

committee chair, informed the group that his efforts to reach out to district leadership had been unsuccessful so far.

Committee audit materials also included the dues letter for the year and a preliminary first-time multi-year budget that the Gates Foundation encouraged the organization to develop. The multi-year budget projected that the organization would remain in good financial health for the foreseeable future. Members then discussed the pros and cons of retaining its policy of requiring that the organization have a carryover fund that was equivalent to at least 50 percent of the annual general fund budget, but the committee took no action.

Casserly indicated that the Gates Foundation had also suggested that the organization conduct some strategic planning, given the expected transition in the group's leadership over the next several years. Discussion followed about starting the January executive committee meeting early to conduct a strategic planning session. The committee agreed and suggested enlisting a facilitator. Casserly welcomed recommendations for facilitators.

Committee materials also provided information on the organization's investment asset allocations. A concern was raised by Sharon Contreras, superintendent of Guilford County, that some of the Council's funds were held in JP Morgan accounts, which were partially invested in private prisons. The question was raised about whether the organization had a policy on this issue. The committee agreed that the group should have such a policy governing the social responsibility of companies that the Council invested in.

Finally, the audit materials included the Council's accounting policies and personnel manual, with changes recommended from the latest external audit that were approved by the committee at its January meeting. In addition, the materials contained a change to the personnel manual on the use of unused sick leave.

Larry Feldman, Miami-Dade County school board chair, suggested adding language that would require written assurances by staff on possible conflicts of interest. Casserly agreed to work with Mr. Feldman on the language.

A motion to accept the Audit report passed by voice vote.

Membership

Three districts were applying for membership in the Council—Peoria, IL; Garland, TX; and Aurora, CO. Membership Subcommittee Chair Larry Feldman reviewed the membership criteria and indicated that it did not appear that Peoria and Garland met the criteria. Membership applications for both were denied.

Aurora, however, appeared to meet the membership criteria, but Mr. Feldman asked Denver school board member Happy Haynes for input. She confirmed that the district was urban in nature and recommended approving the district. Others expressed concern that Aurora was not a major city, despite meeting the criteria.

A motion to approve the membership application of Aurora, CO passed by majority vote.

Mr. Feldman closed the discussion by giving an update on the status of the Toronto membership.

Annual Report

Copies of the 2016-17 annual report were distributed to the committee. Immediate Past Chair Felton Williams offered his perspective on the year.

A motion to approve the annual report passed by voice vote.

In addition, the Council provided individualized reports outlining the services that were provided to each member city school district and the return on investment for each member's dues. Present members received early drafts of their individual member-services reports.

Conferences and Meetings

Casserly presented the meeting lineup for the remainder of 2017 and 2018. The winter 2018 meeting of the Executive Committee will be held in Orlando, January 19 and 20, and the summer 2018 meeting will be held in Anchorage, July 20 and 21.

The annual fall conference will be held in Cleveland, October 18-22. A registration brochure was provided in the materials. Confirmed speakers included Van Jones, Rosario Dawson, and Bill Gates.

The annual conference in 2018 will be held in Baltimore, and the 2019 conference will be in Louisville. Casserly indicated that we needed to start the process of selecting a site for 2020 and beyond. Criteria for hosting the annual conference were provided in the materials.

Awards

Casserly explained the various awards programs that the Council had, including the numerous job-alike awards. Applications for the three broader awards (the Green-Garner Award, the Queen Smith Award, and the Shirley Schwartz Award) were included the committee's materials.

Saturday, January 28, 2017

Legislation

Chair Darienne Driver called the executive committee meeting back to order. Jeff Simering, the Council's legislative director, briefed the group on the current legislative landscape in Washington. He discussed a range of issues, including the political tone that was being set, the increasingly partisan nature of Congressional debates, the new administration's emphasis on deregulation, the repeal and replacement of the Affordable Care Act, proposed Medicaid cuts, proposed school-lunch cuts to the Community Eligibility program, federal education appropriations, the Perkins career and technical education bill, sanctuary cities legislation, vouchers and school choice, tax reform, immigration, DACA, and other items.

Title II and the 21st Century After-school programs, in particular, were being targeted by the administration for cuts. Simering then laid out the specifics of the reconciliation process that might allow the Congressional majority to approve much of its agenda on a simple majority vote. Discussion followed on the Council's strategy on these issues.

Simering resumed by describing the recent *Endrew F.* case in the U.S. Supreme Court and what the decision entailed and what it did not. The Council had filed an amicus brief before the court in the case.

After the briefing, there was considerable discussion about how the administration's focus was shifting from the federal level to the state level, where the Trump White House thought it had a better chance of winning. Members of the committee considered its options for strengthening the Council's presence at the state level.

Communications

Committee materials provided an extensive sample of the Council's recent statements, press releases, and articles. The materials also included a series of draft one-pagers aimed at drawing the public's attention to the critical role of urban public schools. Members expressed their concerns that public schools, in general, needed to be more proactive in their marketing in the face of charter competition.

Casserly asked the group for examples of how the organization could be more proactive. Members generally thought that more extensive use of the data the group had on its improvement and better use of social media would be helpful.

Professional Development

This task force was combined with the achievement task force because of the committee's action on the previous day. Deb Shanley, dean of Lehman College, indicated her support for the task force merger to ensure better alignment between professional development efforts and the academic work of the organization.

Finance

Casserly indicated that the Council had recently given its award for excellence in financial management to the Fresno school district, the first district in California to win. The Council only gives this award when a district meets the specified criteria, and over the years only a handful of districts have earned the honor. These award winners provide great examples of sound financial stewardship.

Research

The research section of the committee materials began with the Council's new draft academic KPI data, including results for 2015-16 and trend data from 2013-14. Casserly reviewed the results. Committee members made several observations about the data and how it was displayed. In general, the committee thought the data had considerable power and usefulness, not only for district improvement but to describe progress to the public.

Casserly indicated that the organization eventually wanted to digitize the information, so the members could analyze it on their own.

The committee's materials also included a new and unique analysis of NAEP data that attempted to answer the question about whether urban public schools were overcoming the effects of poverty and other student barriers or simply reflecting them. Preliminary results were shown to the committee at its January meeting in Austin. The results suggested that urban school districts were better at overcoming these effects than private schools, public schools generally, and better in some respects than charter schools. Districts that were particularly "successful" in the analysis included Boston, Austin, Miami, Hillsborough County, Dallas, and Chicago. It also appears that districts that were less likely to overcome these barriers tend to have unusually high rates of abject poverty.

Males of Color Initiative

Materials for the committee included KPIs specifically tied to the males of color pledge that members took in 2014. Casserly reviewed the results and discussion ensued.

The materials also included a proposal from the Thurgood Marshall College Fund. Casserly asked members to review and consider the proposal. Executive Committee members were generally in favor, but wanted the opportunity to discuss it with their district staff. The issue will be taken up at a subsequent meeting.

Achievement

Casserly introduced the task force materials, which included the Council's new curriculum framework, *Supporting Excellence*. Hard copies were distributed to members. The document lays out seven key features of a strong, standards-aligned curriculum, and provides annotated examples of what these features look like in practice.

Materials also included two reports from recent instructional reviews conducted in Kansas City and Sacramento. Casserly discussed implications of the reports and lessons learned.

Next, Casserly described a project undertaken with new funds from the Schusterman Foundation to boost the efficacy of balanced literacy in Nashville. Other member cities are participating as observers and all materials will be open source. The aim of the project is to test a new way of augmenting balanced literacy to produce better results.

The last item in the achievement section of the committee's materials involved the Council's partnership with Kahn Academy and the College Board. The first set of awards were announced, and copies of a document charting district percentages/rankings were distributed. The Council plans to replicate the project this upcoming school year.

Bilingual Education

Casserly summarized three main items in the Council's ELL work. The first was a tool for assessing the alignment and quality of math materials for ELLs. The second was an updated framework for English language arts materials—ELD 3.0. The third initiative involves the

Council's joint procurement project that was designed to use the combined purchasing power of the membership to improve the quality of instructional materials for ELLs. LAUSD is serving as the lead district for this alliance.

Finally, the Council has developed with funding from the Helmsley Foundation a video-based professional development platform to help the membership better support ELLs and struggling learners. These resources were presented at the most recent bilingual education conference, and the bilingual directors were extremely pleased with the product.

Leadership, Governance, and Management

Michael O'Neill, Boston school committee chair, presented the Council's new draft school board governance tool, a resource designed to help school boards focus more squarely on student achievement. Elisa Snelling, school board member from Anchorage, related her experience with the Council's team working with her school board.

In response to a question, Casserly told the group that we will add a draft watermark to the document so that it can be used immediately.

The second item in this section involved the Council's urban school executives program. This is a Council training program for aspiring district non-instructional leaders that continues to build the pipeline of emerging urban school administrators.

The third item presented by Mr. O'Neill was the Council's draft internal auditing report. Casserly indicated that the report would be finalized in time for the fall conference in Cleveland.

Committee materials also included sample results for the annual *Managing for Results* report. The update included information on response rates over the last three years in five categories.

Finally, Mr. O'Neill reported on several recent strategic support teams conducted by the Council, including a review of the organizational structure and staffing of the Dayton Public Schools, and reviews of food services, transportation, and IT programming in the San Antonio Independent School District.

Personnel

The Executive Committee then went into closed session.

The Chair adjourned the meeting at 4:30 pm.

Respectfully submitted:

Michael Casserly
Executive Director

BOARD OF DIRECTORS

**COUNCIL OF THE GREAT CITY SCHOOLS MINUTES
BOARD OF DIRECTORS MEETING
MARCH 12, 2017**

Felton Williams, Chair of the Board of Directors, called the meeting to order at 8:45 am. Present members introduced themselves, and a quorum was established by 9:05 am.

Minutes

Felton Williams presented the minutes of the October 22, 2016 meeting of the Board of Directors at the Annual Conference in Miami, FL, and the January 27-28, 2017 meeting of the Executive Committee in Austin, TX. A motion to approve the minutes passed by voice vote.

Update to Vision, Mission, Goals Statement

An amendment to the Council's vision, mission, and goals statement was suggested by Larry Feldman at the Executive Committee meeting in Miami in October. The additional new wording is as follows:

“We pledge to commit ourselves to the work of advancing empathy, equity, justice, and tolerance, and we vow to do everything we can to vigorously resist the forces of ignorance, fear, and prejudice, as we teach and guide our students.”

A motion to approve the new language passed by voice vote.

Nominations

The nominations subcommittee met by phone earlier this month to nominate officers and members to serve on the Executive Committee. The resulting nominations are as follows:

Officers

- Darienne Driver (Milwaukee Superintendent) will serve as Chair of the Board beginning July 1, 2017 and ending June 30, 2018.
- Lawrence Feldman (Miami-Dade County School Board) will serve as Chair-Elect of the Board beginning July 1, 2017 and ending June 30, 2018.
- Eric Gordon (Cleveland CEO) will serve as Secretary/Treasurer of the Board beginning July 1, 2017 and ending June 30, 2018.
- Felton Williams (Long Beach School Board) will serve as Immediate Past Chair of the Board beginning July 1, 2017 and ending June 30, 2018.

A motion to accept all nominations for officers passed by voice vote.

Vacancies

- William Hite (Philadelphia Superintendent) will fill the vacancy created by Jose Banda (Sacramento Superintendent), whose term was set to expire June 30, 2017. William Hite will serve a first three-year term, through June 30, 2020.
- Sharon Contreras (Guilford County Superintendent) will fill the vacancy created by Michael Hanson (Fresno Superintendent), whose term was set to expire June 30, 2017. Sharon Contreras will serve a first three-year term, through June 30, 2020.
- Richard Carranza (Houston Superintendent) will serve the unexpired term of Pamela Knowles (Portland School Board), whose term expires June 30, 2019.
- Susan Valdes (Hillsborough County School Board) will fill the vacancy created by JoAnn Brannon (Nashville School Board), whose term was set to expire June 30, 2017. Susan Valdes will serve a first three-year term, through June 30, 2020.
- Lacey Merica (Omaha School Board) will fill the vacancy created by Eric Gordon (Cleveland CEO), who has been nominated as Secretary/Treasurer. Lacey Merica will serve a first three-year term, through June 30, 2020.

A motion to accept all nominations to fill vacancies on the Executive Committee passed by voice vote.

Confirmation of Appointments and Renewal of Terms

- Michelle King (Los Angeles Superintendent) will serve a first three-year term through June 30, 2020. (She was nominated to fill the vacancy left by Darienne Driver, whose term was set to expire June 30, 2017.)
- Elisa Snelling (Anchorage School Board) will serve the unexpired term of Doretha Edgecomb (Hillsborough County School Board), whose term expires June 30, 2018. (She will then be eligible for a three-year term of her own.)
- Barbara Nevergold (Buffalo School Board) will serve the unexpired term of Cedric Gray (Jackson Superintendent), whose term expires June 30, 2019. (She will then be eligible for a three-year term of her own.)

A motion to affirm previous nominations passed by voice vote.

Renewal of Terms

- Juan Cabrera (El Paso Superintendent) will serve a first three-year term ending June 30, 2020.
- Happy Haynes (Denver School Board) will serve a first three-year term ending June 30, 2020.
- Michael Hinojosa (Dallas Superintendent) will serve a first three-year term ending June 30, 2020.
- Barbara Jenkins (Orange County Superintendent) will serve a first three-year term ending June 30, 2020.

- Ronald Lee (Dayton School Board) will serve a first three-year term ending June 30, 2020.
- Ashley Paz (Fort Worth School Board) will serve a first three-year term ending June 30, 2020.

A motion to accept all renewals of terms passed by voice vote.

Conferences and Meetings

Michael Casserly, executive director, presented the meeting lineup for 2017. The annual conference will be hosted by Cleveland, OH, October 18-22. Eric Gordon updated the group on the planning process. Confirmed speakers include Van Jones and Bill Gates. We have released a call for presentations—and the deadline is the end of the first week in April, but early submissions are encouraged.

The 2018 annual conference will be held in Baltimore, MD, October 24-28, and the 2019 conference will be held in Louisville. We will now seeking bids for cities to host conferences in 2020, 2021, and 2022. The criteria for hosting are provided in the materials.

Communications

Casserly reviewed recent Council statements and press releases, as well as a sample of recent articles and editorials. He invited board members to let us know if our media outreach or editorializing was not reflecting their positions or meeting their needs.

The materials also provided the number of downloads for various common core implementation tools developed by the Council, as well as a report tracking the Council's social media presence. In addition, the materials included the latest edition of *The Urban Educator*, and provided information on the Bernard Harris Scholarships, an effort to bolster the number of students of color going into STEM fields. Casserly introduced the communications team, including its newest member, Communications Specialist Darrell Robinson.

Legislation

Most of our legislative materials are provided in our conference briefing book, but a few materials were included for the board of directors. These included a recent amicus brief the Council filed before the U.S. Supreme Court in the Endrew F. case, and information on an upcoming legal webinar on the rights of immigrant students, scheduled for 2:30 pm on March 23. Casserly encouraged members to register for this offering. He then introduced and thanked the legislative team.

Research

The Board materials provided an overview of research department activities. The section begins with information on the Council's new academic KPIs. The organization already has a well-developed set of operational, non-academic KPIs, and this extends that work into the instructional realm. Last year we piloted the collection of the first set of data on

draft academic KPIs across the membership. We are now collecting the next round of data—and we are hoping to have data for 2013/14, 2014/15, and 2015/16 ready for the annual conference in Cleveland. We are also asking for corrections to earlier data to ensure more robust longitudinal comparisons across the three years.

Casserly then reviewed some sample graphs provided in the research materials to illustrate the potential utility of the data. Some of the indicators are also designed to correspond to the Males of Color pledge, providing a way of tracking progress on the things we pledged to do to improve outcomes for males of color in our districts. We are now working on developing an electronic system for collecting and using the data.

The Board materials provided a list of both instructional and non-instructional KPIs.

Council staff is also working on an analysis of NAEP data, which should be ready in time for the fall conference. The analysis will look at which of the districts have been able to overcome the effects of poverty on achievement. We also plan to conduct some site visits to see if we can identify why some districts seem to do a better job at overcoming these odds, and to document some of the instructional practices behind that progress.

Casserly then thanked the research team.

Achievement Task Force

Eric Gordon gave the report of the Achievement Task Force. He encouraged members to consult the overview of academic department activities, which included a list of resources and materials. At the task force meeting, the Council team presented the latest draft of a framework for developing and implementing a high quality, standards-aligned curriculum. The document outlines seven key features of a strong curriculum, and provides recommendations on design, implementation, and continuous assessment and improvement.

At the task force meeting the research team also reviewed trend data that showed the persistency of achievement gaps, and the problem of proficiency scores not providing data on college and career readiness.

There was also an update on the Wallace Foundation PSI initiative. The Council is half way through its third round of site visits to PSI districts to assess their progress in the area of principal supervisory and support structures.

Finally, the Council's latest instructional SST report involved a review of academic programs in Pittsburgh, and this report was provided in the materials.

The Research, Curriculum, and IT Directors Conference will be held in Pittsburg this year, July 11-14, 2017.

Casserly then thanked the research and academic teams.

Males of Color Initiative

Ray Hart updated the Board on the Council's Males of Color work. A preconference was held earlier this week, which focused on four critical areas in response to our pledge, including socioemotional supports; academics and curriculum; college and career readiness; and leadership, communications, and legal issues. A report will be produced.

Casserly indicated that the organization would continue to emphasize this project since there is considerable need and our work on it pre-dated the MBK initiative from the previous administration.

Professional Development Task Force

Deborah Shanley gave the report of the Professional Development Task Force. She called attention to a book that has been published that highlights urban district/university partnerships. She thanked all the districts who contributed.

Bilingual Task Force

Ashley Paz gave the report of the Bilingual Task Force. She started by thanking the Council's ELL staff. At the meeting the Council team presented the math materials criteria, a resource to help district choose rigorous materials for ELLs in the area of mathematics. Staff also provided an update on the joint materials procurement project and the online professional development project. The task force meeting also included a discussion about Council steps to protect and serve bilingual, immigrant, and refugee students.

Ashley Paz reminded members that there was an ELL survey out in the field, and encouraged members to provide data.

Discussion then followed about how districts could network and share resources to address issues as they arise around immigration. Casserly applauded member districts for being vigilant and aggressive. He informed members about a members-only website that lists all policies concerning sanctuary cities, as well as school district statements and publications, links to homeland security resources, and other materials.

Circling back to the issue of a joint purchasing agreement, Casserly informed the group that there was still time to join as a charter member, and districts can use their own purchasing regulations. He thanked LAUSD for its leadership and support of the initiative.

Leadership, Management, and Governance Task Force

Jose Banda gave the report for the Leadership, Management, and Governance task force. The organization's SST work is ongoing, and materials included one recent example—a report on the transportation system in the Omaha school system. The materials also provided a list of SSTs conducted in cities around the nation. The task force was also updated on the Council's school board governance work.

Robert Carlson then updated the group on the Council’s development program for aspiring CFOs. The Council is in the fifth year of this work, and 55 people have gone through the program, with 15 having received a certificate of achievement.

Finance Task Force

Periodically the Council presents a district with a financial excellence award. The criteria is extremely rigorous, and this award has only been given a handful of times. We currently have another contender—the Fresno Unified School District. The finance review team is scheduled to visit the district in the final step of the awards process.

Audit

Larry Feldman gave the audit report. He started by thanking the audit committee, and Teri Trinidad for her strong stewardship of the organization’s finances. The materials provided the independent auditor’s report, which once again found no material weaknesses or exceptions. The auditor’s recommendations have already been accepted and implemented.

The materials provide a status report of dues payments. A couple of districts have paid, or have indicated that payment was forthcoming. Charleston had not paid (due to a recent change in district leadership), and neither had Santa Ana, which will officially be dropped at the end of this program year. But overall, the state of dues payments was on track with the organization’s original budget assumptions.

Casserly then reviewed the rest of the budget materials, including a more detailed breakdown of asset allocations. The materials also included a proposed budget for 2017/18, and the dues structure for 2017/18.

A motion to approve the budget for 2017/18 passed by voice vote.

By-Laws

Darienne Driver gave the report of the by-laws subcommittee. The by-laws will be updated to reflect the Council’s new office address.

A motion to accept this change to the by-laws passed by voice vote.

Membership

Pam Knowles gave the report of the Membership Subcommittee. She asked for approval of the application of Salt Lake City, which meets membership criteria. A motion to approve membership of Salt Lake City passed by voice vote.

The organization also received an application for membership from Toronto, Canada. This prompted a discussion with the executive committee in Austin about whether we wanted to become an international organization. The by-laws are silent on the issue. The Executive Committee decided it would be open to the possibility, with the understanding that the Council couldn’t offer any legislative advocacy for members outside of the US. Members

of the board then discussed the possibility of an international membership category. Members urged caution, but agreed they would be open to Toronto and other international members, as long as they subscribed to the organization's focus. The next step will be for the By-laws Committee to work with the Membership Committee and Council staff to conduct a more definitive assessment of how the move would impact the Council. In the meantime, members suggested inviting Toronto to the upcoming annual conference, and informing them of our intent to move forward with their application.

Address by the Secretary of Education

The new Secretary of Education will address the group at lunch on Monday, March 13. We have invited every Secretary from every administration, and it is clearly in our interest to establish a good working relationship with the department. Casserly asked the group for its traditional graciousness to our guests. Members agreed.

In closing, Casserly thanked Felton Williams for his leadership as Chair of the Board over the past year, and presented him with a commemorative plaque.

The Chair adjourned the meeting at 11:30 am.

Respectfully submitted:

Michael Casserly
Executive Director

NOMINATIONS

Appointments by the Chair, 2017-18

Subcommittee Chairs and Members

Audit Subcommittee Chair: Eric Gordon, Cleveland CEO

Paul Cruz, Austin Superintendent

Michael Hinojosa, Dallas Superintendent

Michelle King, Los Angeles Superintendent

Ronald Lee, Dayton School Board

Ashley Paz, Fort Worth School Board

Elisa Snelling, Anchorage School Board

Paula Wright, Duval County School Board

Bylaws Subcommittee Chair: Allegra “Happy” Haynes, Denver School Board

Juan Cabrera, El Paso Superintendent

Richard Carranza, Houston Superintendent

Barbara Jenkins, Orange County Superintendent

Aurora Lora, Oklahoma City Superintendent

Lacey Merica, Omaha School Board

Michael O’Neill, Boston School Committee

Felton Williams, Long Beach School Board

Membership Subcommittee Chair: Larry Feldman, Miami-Dade County School Board

Thomas Ahart, Des Moines Superintendent

Sharon Contreras, Guilford County Superintendent

Marnell Cooper, Baltimore School Board

William Hite, Philadelphia Superintendent

Barbara Nevergold, Buffalo School Board

Susan Valdes, Hillsborough County School Board

Task Force Chairs

Achievement and Professional Development Task Force

Co-Chair: Paul Cruz, Austin Superintendent

Co-Chair: Paula Wright, Duval County School Board

Co-Chair: Deborah Shanley, Lehman College of Education Dean

Males of Color Task Force

Co-Chair: Bill Hite, Philadelphia Superintendent

Co-Chair: Michael Hinojosa, Dallas Superintendent

Bilingual Task Force

Co-Chair: Richard Carranza, Houston Superintendent

Co-Chair: Ashley Paz, Fort Worth School Board

Leadership & Governance Task Force

Co-Chair: Michael O'Neill, Boston School Committee

Co-Chair: Barbara Jenkins, Orange County Superintendent

Finance Task Force

Co-Chair: Thomas Ahart, Des Moines Superintendent

Co-Chair: Marnell Cooper, Baltimore School Board

Composition of Executive Committee
 FY2019/201: as of July 7, 2017

Region	Male	Female	Board	Supt	Black	Hispanic	White	Other	Totals
East	4	1	3	2	3	0	2	0	5
Southeast	2	4	4	2	4	1	1	0	6
Midwest	5	5	3	7	2	5	3	0	10
West	1	2	2	1	2	0	1	0	3
Totals	12	12	12	12	11	6	7	0	24

SUBCOMMITTEE ON MEMBERSHIP

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on Membership

2017-2018

Subcommittee Goal

To review criteria and applications for membership, and recruit and retain members.

Chair

Larry Feldman, Miami-Dade County School Board

Members

Thomas Ahart, Des Moines Superintendent
Sharon Contreras, Guilford County Superintendent
Marnell Cooper, Baltimore School Board
William Hite, Philadelphia Superintendent
Barbara Nevergold, Buffalo School Board
Susan Valdes, Hillsborough County School Board

Ex Officio

Darienne Driver, Milwaukee Superintendent

COUNCIL OF THE GREAT CITY SCHOOLS

Membership by Region

October 2017

East (E)	Midwest (MW)	Southeast (SE)	West (W)
Boston	Arlington (TX)	Atlanta	Albuquerque
Bridgeport	Austin	Baltimore	Anchorage
Buffalo	Chicago	Birmingham	Fresno
Cincinnati	Dallas	Broward County	Hawaii
Cleveland	Denver	Charlotte	Las Vegas
Columbus	Des Moines	Guilford County	Long Beach
Dayton	El Paso	Jackson	Los Angeles
Detroit	Ft. Worth	Jacksonville	Oakland
Newark	Houston	Louisville	Portland
New York City	Indianapolis	Memphis-Shelby Cty	Sacramento
Philadelphia	Kansas City	Miami-Dade County	San Diego
Pittsburgh	Milwaukee	Nashville	San Francisco
Providence	Minneapolis	New Orleans	Santa Ana
Rochester	Oklahoma City	Norfolk	Seattle
Toledo	Omaha	Orlando	
	San Antonio	Palm Beach	
	St. Louis	Richmond	
	St. Paul	St. Petersburg	
	Tulsa	Tampa	
	Wichita	Washington D.C.	
15	20	20	14

SUBCOMMITTEE ON BY-LAWS

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on By-Laws

2017-2018

Subcommittee Goal

To define the mission, responsibilities and composition of the Council’s structural components within the framework of applicable laws and regulations.

Chair

Allegra “Happy” Haynes, Denver School Board

Members

Juan Cabrera, El Paso Superintendent
Richard Carranza, Houston Superintendent
Barbara Jenkins, Orange County Superintendent
Aurora Lora, Oklahoma City Superintendent
Lacey Merica, Omaha School Board
Michael O’Neill, Boston School Committee
Felton Williams, Long Beach School Board

Ex Officio

Darienne Driver, Milwaukee Superintendent

**BY-LAWS
OF THE
COUNCIL OF THE GREAT CITY SCHOOLS**

ARTICLE I: NAME

Section 1.01 Name. The Corporation shall be organized as non-profit and be known as the Council of the Great City Schools.

ARTICLE II: PURPOSE AND MISSION

Section 2.01 Purpose. The purpose of this Corporation shall be to represent the needs, challenges, and successes of major-city public school districts and their students before the American people and their elected and appointed representatives; and to promote the improvement of public education in these districts through advocacy, research, communications, conferences, technical assistance, and other activities that may also benefit other schools, school districts and students across the country.

Section 2.02 Mission. The Council of the Great City Schools, being the primary advocate for public urban education in America, shall:

- Articulate the positive attributes, needs and aspirations of urban children and youth;
- Promote public policy to ensure improvement of education and equity in the delivery of comprehensive educational programs;
- Provide the forum for urban educators and board members to develop strategies, to exchange ideas and information and to conduct research; and
- Create a national focus for urban education in cooperation with other organizations and agencies.

to ensure that the members of the Great City Schools meet the needs of the diverse urban populations they serve.

ARTICLE III: OFFICES

Section 3.01 Principal Office. The principal office of the Corporation shall be at 1331 Pennsylvania Avenue, Northwest, Suite 1100N, Washington, D.C. The location of the registered office of the Corporation shall be in the offices of the Corporation Trust System in Chicago, Illinois at 228 South LaSalle Street, Chicago, Illinois.

The Registered Agent of the Corporation shall be the Corporation Trust System in Chicago, Illinois and Washington, D.C.

ARTICLE IV: MEMBERSHIP

Section 4.01 Membership. A Board, Committee or Commission (hereafter referred to as "Board of Education") responsible for public education in cities with a population of two hundred fifty thousand (250,000) or more, and an enrollment in public elementary and secondary schools of thirty five thousand (35,000) or more in 1980 or which is the predominant Board of Education serving the largest urban city of each state regardless of the enrollment of the school district. If the Board of Education has jurisdiction over areas outside

the central city, then the enrollment of those areas may also be included for purposes of eligibility, but the population outside the central city shall not.

Provided the above criteria are met, the Executive Committee will examine the urban characteristics of each applicant city brought to it by the membership committee prior to submitting a recommendation for membership to the Board of Directors for final approval.

Such urban characteristics may include: children eligible for Title I of the Elementary and Secondary Education Act; children in families qualifying for T.A.N.F.; children who are English language learners; and children who are African American, Hispanic, Asian American, Native American, Alaskan Native or other racial minorities as classified by federal Civil Rights statutes.

The enrollment of school districts for purposes of membership in the organization shall be based on the official district enrollment reported to the state, however calculated.

A Board of Education may retain its membership by meeting its dues-paying obligations without regard to changes in population or enrollment. To remain in good standing, dues must be paid.

A district that has not paid its dues will be notified after one year of nonpayment that it will not receive services from the organization in the subsequent year. A district will be dropped from membership after two consecutive years of non-payment of dues and will be required to reapply for membership should it wish to rejoin the organization. The Executive Committee retains the right to levy a "reinstatement fee" in an amount the committee will determine as a condition of a district's rejoining the organization after its membership has otherwise lapsed or to waive such fees depending on the circumstances of the district. The Committee will annually review the status of all district dues and make determinations for needed action.

Section 4.02 Participation of Non-Member Cities. Non-member districts may, on approval of the Executive Committee, be involved in studies or other projects of the Council of the Great City Schools. Conditions for such participation shall be established by the Executive Committee.

Section 4.03 Participation of Former Board of Directors Members. Former members of the Board of Directors may be involved as non-voting members at conferences and may receive publications of the organization under conditions established by the Executive Committee.

Section 4.04 Colleges of Education. Colleges of Education located in or serving cities that are members of the Council of the Great City Schools may be represented *ex officio* on the Executive Committee and Board of Directors and may meet and confer with the Council on issues of joint concern as necessary.

ARTICLE V: ORGANIZATION AND ELECTIONS

Section 5.01 Board of Directors. The affairs of the Corporation shall be operated by the Board of Directors. Members of the Board of Directors are the officers of the corporation and the Superintendent of Schools and a member of the Board of Education officially designated by each Board of Education and the Chair of the Great City Colleges of Education. Each member of the Board of Directors shall vote as an individual. No proxies may be appointed to the Board of Directors for the purposes of constituting a quorum of the Board of Directors

or for purposes of voting on matters coming before the Board of Directors. A member of the Board of Directors who is unable to attend a board meeting may, in writing, addressed to the Chair, appoint a representative to attend such meeting for the sole purpose of reporting back to the board member on the business of the meeting.

Section 5.02 Officers.

- (a) Elected Officers.** The elected officers of the Corporation shall be the Chair, Chair-Elect, and Secretary/Treasurer. No person shall be elected to the same position for more than two successive years. The officers shall be elected annually by the Board of Directors from persons who have served on the Executive Committee. Officers and shall take office on the 1st of July following their election. If an officer is unable to complete a term, the Board of Directors shall fill the vacancy at the next meeting of the Directors. The Office of the Chair shall alternate generally between superintendents and Board of Education members. Where the Chair or Chair-Elect is a Board of Education member, he or she may continue to be Chair, or Chair-Elect and then Chair, as the case may be, even though he or she is no longer the designated Board of Education member for his or her school district; provided, however, that only the designated Board of Education member from his or her district shall be entitled to vote at Board of Directors meetings.
- (b) Non-Elected Officers.** The immediate past Chair shall serve as a non-elected, but voting officer of the Corporation. The Executive Director shall serve as a non-elected and non-voting officer of the Corporation.

Section 5.03 Executive Committee

- (a) Voting Members.** The voting members of the Executive Committee shall consist of the Chair, Chair-Elect, Secretary/Treasurer, Immediate Past Chair, and twenty (20) persons elected by the Board of Directors. The Executive Committee shall be elected by the Directors at the Annual Meetings of the membership on a staggered basis for terms of three years and shall take office on the 1st of July following their election. The maximum consecutive number of years that a member of the Board of Directors can serve on the Executive Committee shall be limited to the total of (i) the balance of an unexpired term to which, pursuant to subsection 5.03(e), he or she is appointed by the Executive Committee and is then elected by the Board of Directors; (ii) two three-year terms; and (iii) any additional consecutive years during which he or she serves as an officer of the Corporation.
- (b) Proxies.** No proxies may be appointed to the Executive Committee for purposes of constituting a quorum of the Executive Committee or for purposes of voting on matters to come before the Executive Committee. A member of the Executive Committee who is unable to attend a committee meeting may in writing, addressed to the Chair, appoint a representative to attend such meeting for the sole purpose of reporting back to the committee member on the business of the meeting.
- (c) Composition.** The Executive Committee and Officers of the Corporation shall have equal proportion of Superintendents and Board of Education Members; shall include geographic representation, race, gender, ethnicity, and attendance at Board of

Directors meetings as criteria for membership on the Executive Committee and for Officers of the Corporation. Attendance at Executive Committee meetings will be a criterion for renomination to the Executive Committee and for Officers of the Corporation. Failure to attend both the summer and winter meetings of the Executive Committee in any single calendar year may result in a member's replacement. No more than one person from each member district shall be nominated to the Executive Committee. In addition, the Chair of the Great City Colleges of Education shall serve as an *Ex Officio* non-voting member of the Executive Committee.

- (d) **Responsibilities and Powers of the Executive Committee.** Except as to matters for which the General Not For Profit Corporation Act of 1986 of the State of Illinois, as amended from time to time, requires the approval of the members and to the extent not otherwise limited in these By-Laws and by resolution from time to time adopted by the Board of Directors, the Executive Committee shall have and may exercise all the authority of the Board of Directors, when the Board of Directors is not in session. The Executive Committee shall have power to authorize the seal of the Corporation to be affixed to all papers where required. Copies of the recorded minutes of the Executive Committee shall be transmitted to the Board of Directors. The Executive Committee shall have the power to contract with and fix compensation for such employees and agents as the Executive Committee may deem necessary for the transaction of the business of the Corporation, including but not limited to the Executive Director who shall serve as Assistant Secretary/Treasurer and disbursing agent of the Corporation. All salary rates shall be approved annually by a vote of the Executive Committee.
- (e) **Vacancies.** Between meetings of the Board of Directors, the Executive Committee shall have and exercise the authority to fill vacancies on the Executive Committee on a temporary basis and to declare a vacancy on the Executive Committee if a member shall be unable to attend meetings of the Committee, or should no longer hold a Superintendency or be a member of a Board of Education in the membership. Appointments to such vacancies shall be confirmed by the Board of Directors at their next regular meeting.
- (f) **Subcommittees of the Executive Committee.** There shall be three subcommittees of the Executive Committee: Audit, By-Laws, and Membership. These Committees and their chairpersons will be appointed by the Executive Committee upon the recommendations of the Chair.

Section 5.04 Task Forces of the Board of Directors. The Board of Directors may from time to time create Task Forces to address critical issues facing urban public education. A Chair and Co-Chair of each Task Force shall be appointed by the Chair of the Board and shall include one Superintendent and one School Board member, and may also include a representative of the Great City Colleges of Education. The mission, goals, products, and continuation of each Task Force shall be subject to annual review and concurrence by the Board of Directors. Recommendations of the Task Forces shall be posted and circulated to the Board of Directors within a reasonable time before its meetings in order to be considered.

Section 5.05 Nominations Committee.

(a) Composition. A Nominations Committee shall be chosen annually by the Chair to nominate officers and members of the Executive Committee. In order to ensure racial, ethnic and gender representation on all committees and subcommittees, the Chair shall use these criteria in establishing the Nominations Committee and all other committees and subcommittees. The Nominations Committee shall consist of the Immediate Past Chair of the Organization, who shall act as Chair of the Committee, and at least four other persons appointed by the Chair. The elected officers of the Corporation shall not serve on the Nominations Committee.

A majority of the members of the Nominations Committee shall be members of the Board of Directors who do not serve on the Executive Committee. The Nominations Committee shall have, to the extent possible, an equal number of Superintendents and Board of Education members, and in addition to being geographically representative, shall be balanced by race, ethnicity and gender.

(b) Responsibilities and Procedures. The Nominations Committee shall announce nominations at least 14 days before the date of the Board of Directors meeting at which such election will occur. Additional nominations may be made by written petition submitted to the Chairperson of the Nominations Committee at least 24 hours in advance of the start of the Business Meeting at which the election will take place. A written petition must have at least five written signatures from five Board of Directors members from at least five different member cities.

ARTICLE VI: EXECUTIVE DIRECTOR

Section 6.01 Duties and Responsibilities. An Executive Director shall be employed by the Executive Committee. In general, the responsibilities of the Executive Director shall be to organize and to coordinate the activities that form the basic program of the Corporation. The Executive Director shall function as the Chief Administrative Officer of the Corporation in accordance with policies established by the Executive Committee. The Executive Director shall be responsible for executing contracts in the name of the Corporation. The Executive Director shall serve as Assistant Secretary/Treasurer and disbursing agent of the Corporation.

Section 6.02 Fidelity Bond. The Executive Director shall be responsible for the acquisition and maintenance of a fidelity bond for all corporate officers and employees.

ARTICLE VII: CONFERENCE MEETINGS

Section 7.01 Conferences. The Board of Directors shall provide for at least one conference annually at which its members and staff shall meet to plan, discuss and hear reports of the organization. These meetings shall be determined and planned by the Executive Committee. The Conference may recommend to the Board of Directors problems and items for the Corporation's consideration.

Section 7.02 Time and Place of Meetings. Meetings of the Board of Directors and/or the Executive Committee shall be held at the call of the Chair, a majority of the Executive Committee, or one-third of the Board of Directors, and shall be held in the city of the registered office of the Corporation, or in member cities. The Board of Directors shall meet at least twice annually, once in the spring and once in the fall.

Section 7.03 Spring Directors Meeting. The spring meeting of the Board of Directors shall be held to elect officers, approve the annual budget, and transact such other matters of business as are necessary.

Section 7.04 Notices of Meetings. Written notices of the meetings of the Board of Directors and the Executive Committee shall be given at least fourteen (14) days prior to the date of the meeting.

Section 7.05 Quorum. The presence of one-third of the Board of Directors or a majority of elected Executive Committee members, respectively, shall constitute a quorum for the transaction of business, and unless otherwise provided in these By-Laws or by law, the act of a majority of The Board of Directors present or the act of a majority of elected Executive Committee members present at a meeting at which a quorum is present shall be an act of the Corporation.

Section 7.06 Organization. At every meeting of the Executive Committee, the Chair of the Board of Directors shall act as Chair. The Chair-Elect of the Board or other person designated by the Chair may chair the Executive Committee when the Chair is absent. The Executive Director or his or her designee shall serve as the Recording Secretary at all meetings of the Executive Committee and the Board of Directors.

Section 7.07 Press Policy. All meetings of the Corporation shall be open to the press and to the public. The Board of Directors or the Executive Committee, however, may by a majority vote declare a meeting closed.

ARTICLE VIII: FISCAL YEAR

Section 8.01 Fiscal Year. The fiscal year of the Corporation shall be from July 1st of each year to June 30th of the succeeding year.

Section 8.02 Audit. The accounts of the Corporation for each fiscal year shall be audited, and the financial reports verified annually by the Audit Committee of the Executive Committee. A written report of the Audit Committee shall be filed in the minutes of the meeting of the Corporation at which the report is submitted.

Section 8.03 Bond. The Officers and employees responsible for handling funds for the organization shall be bonded in an amount to be determined by the Executive Committee and premium shall be paid by the Corporation.

ARTICLE IX: FINANCES

Section 9.01 Financial Support. The Board of Directors shall determine the amount of the service charges and/or membership dues to be paid to the Corporation by Boards of Education in the membership. The Executive Committee shall review the membership dues structure and amounts in years ending in zero or five, and may recommend modifications to the Board of Directors.

Section 9.02 Grants. The Board of Directors shall be empowered to receive grants from foundations or other sources tendered to the Corporation.

Section 9.03 Receipts. All funds received are to be acknowledged by the Executive Director or his or her designee, and a monthly financial report is to be created internally for

management purposes and quarterly financial reports are to be submitted to the Executive Committee. Earmarked funds are to be carried in a separate account.

Section 9.04 Checks, Drafts, and Order for Payment of Money. Orders for payment of money shall be signed in the name of the corporation by such officers or agents as the Executive Committee shall from time to time designate for that purpose. The Executive Committee shall have the power to designate the officers and agents who shall have authority to execute any instruments on behalf of the Corporation.

Section 9.05 Disbursements. Checks written for amounts not exceeding \$100,000 shall be signed by the Executive Director or other persons authorized by the Executive Committee. Checks written in excess of \$100,000 shall be countersigned by the Executive Director and an officer.

Section 9.06 Contracts and Conveyances. When the execution of any contract or conveyance has been authorized by the Executive Committee, the Executive Director shall execute the same in the name and on behalf of the Corporation and may affix the corporate seal thereto.

Section 9.07 Borrowing. The Executive Committee shall have the full power and authority to borrow money whenever in the discretion of the Executive Committee the exercise of said power is required in the general interest of the Corporation. In such case, the Executive Committee may authorize the proper officers of the Corporation to make, execute and deliver in the name and on behalf of the Corporation such notes, bonds, and other evidence of indebtedness as the Executive Committee shall deem proper. No pledge or mortgage of the personal or real property of the Corporation is authorized unless by a resolution of the Board of Directors.

ARTICLE X: MISCELLANEOUS

Section 10.01 Amendments. These By-Laws may be altered, amended, or repealed, and new By-Laws may be adopted by a vote of a majority of the Board of Directors at any meeting for which there has been written notification fourteen (14) days prior to the meeting at which the By-Laws are proposed to be amended.

Section 10.02 Rules of Order. The parliamentary procedures governing meetings of the Board of Directors and the meetings of its committees and subcommittees shall to the extent not otherwise covered by these By-Laws, be those set out in the most current edition of *Robert's Rules of Order*.

APPROVED

April 19, 1961 Chicago, Illinois

REVISED

April 23, 1961 Philadelphia, Pennsylvania
March 25, 1962 Chicago, Illinois
November 4, 1962 Detroit, Michigan
April 12, 1964 Chicago, Illinois
November 20, 1964 Milwaukee, Wisconsin
March 20, 1966 Chicago, Illinois
April 9, 1967 Chicago, Illinois
November 10, 1967 Cleveland, Ohio
May 4, 1968 Boston, Massachusetts
December 7, 1968 Philadelphia, Pennsylvania
March 29, 1969 San Diego, California
May 9, 1970 Buffalo, New York
May 8, 1971 San Francisco, California
November 16, 1972 Houston, Texas
March 21, 1974 Washington, D.C.
October 18, 1974 Denver, Colorado
May 21, 1975 Washington, D.C.
November 21, 1976 Chicago, Illinois
May 20, 1979 Los Angeles, California
November 4, 1979 New York City, New York
May 21, 1983 Philadelphia, Pennsylvania
March 18, 1984 Washington, D.C.
March 8, 1987 Washington, D.C.
March 11, 1989 Washington, D.C.
November 9, 1990 Boston, Massachusetts
Revised- March 17, 1991 Washington, D.C.
March 15, 1992 Washington, D.C.
October 30, 1992 Milwaukee, Wisconsin
March 14, 1993 Washington, D.C.
October 29, 1993 Houston, Texas
July 8, 1995 San Francisco, California
March 21, 1999 Washington, D.C.
October 14, 1999 Dayton, Ohio
March 18, 2001 Washington, D.C.
March 12, 2005 Washington, D.C.
July 29, 2005 Portland, Oregon
March 16, 2008 Washington, D.C.
October 21, 2010 Tampa, Florida
October 26, 2011 Boston, Massachusetts
March 19, 2012 Washington, D.C.
March 23, 2014 Washington, D.C.
March 11, 2017 Washington, D.C.

SUBCOMMITTEE ON AUDIT

COUNCIL OF THE GREAT CITY SCHOOLS

Subcommittee on Audit

2017-2018

Subcommittee Goal

To review and report on Council budgetary matters, and ensure the proper management of Council revenues.

Chair

Eric Gordon, Cleveland CEO

Members

Paul Cruz, Austin Superintendent
Michael Hinojosa, Dallas Superintendent
Michelle King, Los Angeles Superintendent
Ronald Lee, Dayton School Board
Ashley Paz, Fort Worth School Board
Elisa Snelling, Anchorage School Board
Paula Wright, Duval County School Board

Ex Officio

Darienne Driver, Milwaukee Superintendent

2016-2017 BUDGET

**COMBINED REPORT
GENERAL OPERATIONS
AND
CATEGORICAL PROGRAMS**

**ESTIMATED TOTALS
FOR
FISCAL YEAR 2016-2017**

ENDING JUNE 30, 2017

THE COUNCIL OF THE GREAT CITY SCHOOLS
PRELIMINARY REPORT FOR FY16-17

COMBINED GENERAL OPERATIONS AND CATEGORICAL PROGRAMS

	GENERAL OPERATIONS FY16-17	CATEGORICAL PROGRAMS FY16-17	PRELIMINARY COMBINED TOTAL
REVENUE			
MEMBERSHIP DUES	\$ 2,744,018.00	\$ 11,000.00	\$ 2,755,018.00
GRANTS AND CONTRACTS	\$ 15,000.00	\$ 2,235,969.99	\$ 2,250,969.99
SPONSOR CONTRIBUTION	\$ 41,000.00	\$ 1,211,150.02	\$ 1,252,150.02
REGISTRATION FEES	\$ -	\$ 498,272.50	\$ 498,272.50
INTEREST AND DIVIDENDS	\$ 258,081.77	\$ -	\$ 258,081.77
ROYALTIES AND OTHER INCOME	\$ 6.50	\$ 31,447.88	\$ 31,454.38
TOTAL REVENUE	\$ 3,058,106.27	\$ 3,987,840.39	\$ 7,045,946.66
EXPENSES			
SALARIES & FRINGE BENEFITS	\$ 1,992,880.10	\$ 1,183,931.35	\$ 3,176,811.45
OTHER INSURANCE	\$ 21,012.40	\$ -	\$ 21,012.40
TRAVEL & MEETINGS	\$ 65,382.38	\$ 1,290,131.29	\$ 1,355,513.67
GENERAL SUPPLIES	\$ 15,732.04	\$ 5,040.00	\$ 20,772.04
SUBSCRIPTION & PUBLICATIONS	\$ 30,042.39	\$ 1,625.36	\$ 31,667.75
COPYING & PRINTING	\$ 107,020.80	\$ 62,371.10	\$ 169,391.90
OUTSIDE SERVICES	\$ 498,388.28	\$ 1,383,384.21	\$ 1,881,772.49
TELEPHONE	\$ 31,637.84	\$ 2,866.20	\$ 34,504.04
POSTAGE & SHIPPING	\$ 4,188.47	\$ 16,337.44	\$ 20,525.91
EQUPT LEASE MAINT & DEP	\$ 23,120.60	\$ -	\$ 23,120.60
OFFICE RENT & UTILITIES	\$ 11,548.21	\$ -	\$ 11,548.21
ALLOW FOR UNCOLLECTED REVENUE	\$ 120,000.00	\$ -	\$ 120,000.00
EXPENSES ALLOCATED TO PROJECTS	\$ (416,572.18)	\$ 416,572.18	\$ -
TOTAL OPERATING EXPENSES	\$ 2,504,381.33	\$ 4,362,259.13	\$ 6,866,640.46
REVENUE OVER EXPENSES	\$ 553,724.94	\$ (374,418.74)	\$ 179,306.20
ADJUSTMENTS:			
NET ASSETS, BEGINNING OF YEAR	\$ 6,250,935.95	\$ 3,746,955.57	\$ 9,997,891.52
NET GAIN/(LOSS) ON INVESTMENT COMPLETED PROJECTS	\$ 574,644.70	\$ -	\$ 574,644.70
	\$ -	\$ -	\$ -
NET ASSETS, END OF YEAR	\$ 7,379,305.59	\$ 3,372,536.83	\$ 10,751,842.42

**GENERAL OPERATIONS
BUDGET REPORT**

**ESTIMATED TOTALS
FOR
FISCAL YEAR 2016-2017**

ENDING JUNE 30, 2017

COUNCIL OF THE GREAT CITY SCHOOLS
FY 2016-17 Membership Dues

STATUS OF MEMBERSHIP DUES AS OF June 30, 2017

DISTRICT	NOT PAID	PAID	Date Rec'd FY16-17	Date Rec'd FY15-16	Date Rec'd FY14-15	Date Rec'd FY13-14	
1 Albuquerque		\$42,557	6/22/2016	8/20/2015	7/21/2014	7/22/2013	
2 Anchorage		\$37,239	8/1/2016	6/8/2015 ***	6/3/2014 ***	7/2/2013	
3 Arlington		\$42,557	2/7/2017	9/8/2015	NEW		
4 Atlanta		\$37,239	8/1/2016	8/4/2015	8/11/2014	7/16/2013	
5 Austin		\$42,557	6/30/2016 ***	10/22/2015	3/2/2015	6/11/2013 ***	
6 Baltimore		\$42,557	11/1/2016	8/24/2015	7/23/2014	8/13/2013	
7 Birmingham		\$37,239	7/28/2016	6/10/2015 ***	6/30/2014 ***	5/30/2013 ***	
8 Boston		\$42,557	8/2/2016	7/5/2015	8/11/2014	8/7/2013	
9 Bridgeport		\$20,088	8/18/2016	8/20/2015	6/26/2014 ***	6/17/2013 ***	
10 Broward County		\$54,969	2/21/2017	3/8/2016	9/23/2014	8/2/2013	
11 Buffalo		\$37,239	8/18/2016	9/9/2015	8/18/2014	8/6/2013	
12 Charleston County	\$37,239		Not Paying	5/27/2016	5/7/2015	8/6/2013	
13 Charlotte-Mecklenburg		\$47,875	6/21/2016 ***	6/8/2015 ***	6/13/2014 ***	6/7/2013 ***	
14 Chicago		\$44,696	4/18/2017	5/16/2016	2/17/2015	10/4/2013	
15 Cincinnati		\$37,239	3/6/2017	12/7/2015	2/10/2015	10/23/2013	
16 Clark County		\$54,969	8/24/2016	9/17/2015	7/31/2014	2/11/2014	
17 Cleveland		\$37,239	10/14/2016	7/21/2015	6/30/2014 ***	6/17/2013 ***	
18 Columbus		\$37,239	8/18/2016	7/24/2015	8/29/2014	7/22/2013	
19 Dallas		\$47,875	6/30/2016 ***	5/3/2016	7/21/2014	7/19/2013	
20 Dayton		\$37,239	8/11/2016	7/15/2016	9/18/2014	4/4/2014	
21 Denver		\$42,557	9/7/2016	7/13/2015	8/4/2014	7/22/2013	
22 Des Moines*		\$30,088	7/12/2016	10/27/2015	6/17/2014 ***	7/16/2013	
23 Detroit		\$37,239	2/13/2017	did not pay	11/21/2014	5/23/2014	
24 Duval County		\$47,875	8/29/2016	8/20/2015	8/4/2014	9/3/2013	
25 El Paso		\$42,557	1/24/2017	8/6/2015	2/17/2015	4/22/2014	
26 Fort Worth		\$42,557	8/1/2016	7/31/2015	2/25/2015	10/7/2013	
27 Fresno		\$42,557	9/20/2016	7/14/2015	9/3/2014	8/27/2013	
28 Greensboro(Guilford Cty)		\$42,557	9/13/2016	11/5/2015	10/3/2014	10/23/2013	
29 Hawaii		\$47,875	6/21/2016 ***	7/6/2015	11/25/2014	new	
30 Hillsborough County (Tampa)		\$54,969	1/24/2017	8/4/2015	7/23/2014	7/22/2013	
31 Houston		\$54,969	8/2/2016	6/5/2015 ***	7/7/2014	7/19/2013	
32 Indianapolis		\$37,239	8/1/2016	1/12/2016	7/7/2014	11/6/2013	
33 Jackson. MS		\$37,239	12/21/2016	2/24/2016	8/11/2014	2/10/2014	
34 Jefferson County		\$42,557	8/23/2016	8/7/2015	8/4/2014	8/13/2013	
35 Kansas City, MO		\$37,239	8/18/2016	7/28/2015	9/15/2014	3/19/2014	
36 Long Beach		\$42,557	7/12/2016	8/25/2015	8/11/2014	9/10/2013	
37 Los Angeles		\$54,969	8/10/2016	3/2/2016	8/8/2014	3/13/2014	
38 Miami-Dade County		\$54,969	8/18/2016	7/28/2015	8/4/2014	7/22/2013	
39 Milwaukee		\$42,557	6/15/2016 ***	6/3/2015 ***	6/23/2014 ***	7/31/2013	
40 Minneapolis		\$37,239	8/1/2016	3/15/2016	9/18/2014	11/6/2013	
41 Nashville		\$42,557	8/4/2016	8/4/2015	7/23/2014	8/1/2013	
42 New Orleans	\$37,239		Not Paying	did not pay	did not pay	did not pay	
43 New York City		\$54,969	8/19/2016	1/19/2016	10/1/2014	2/24/2014	
44 Newark	\$37,239		Not Paying	3/8/2016	2/6/2015	11/26/2013	
45 Norfolk		\$37,239	8/29/2016	2/17/2016	9/15/2014	4/4/2014	
46 Oakland		\$37,239	7/12/2016	7/28/2015	6/19/2014 ***	7/16/2013	
47 Oklahoma City		\$37,239	8/18/2016	8/20/2015	8/12/2014	did not pay	
48 Omaha		\$37,239	6/15/2016 ***	6/5/2015 ***	6/20/2014 ***	6/25/2013 ***	
49 Orange County, FL		\$47,875	6/7/2016 ***	5/20/2015 ***	6/2/2014 ***	6/4/2013 ***	
50 Palm Beach County		\$47,875	7/18/2016	7/21/2015	2/10/2015	2/18/2014	
51 Philadelphia		\$47,875	4/4/2017	9/17/2015	2/12/2015	10/4/2013	
52 Pinellas County		\$47,875	7/22/2016	3/2/2016			
53 Pittsburgh		\$37,239	7/12/2016	6/8/2015 ***	7/11/2014	5/24/2013 ***	
54 Portland		\$37,239	7/18/2016	7/20/2015	6/20/2014 ***	7/11/2013	
55 Providence*		\$30,088	3/28/2017	8/20/2015	1/21/2015	2/18/2014	
56 Richmond		\$37,239	3/10/2017	4/26/2016	6/11/2014 ***	3/31/2014	
57 Rochester		\$37,239	7/22/2016	6/16/2015 ***	6/11/2014 ***	6/11/2013 ***	
58 St. Louis		\$37,239	6/29/2016 ***	7/28/2015	8/11/2014	3/27/2014	
59 St. Paul		\$37,239	7/28/2016	6/30/2015 ***	7/3/2014	7/5/2013	
60 Sacramento		\$37,239	7/15/2016	6/3/2015 ***	8/1/2014	10/15/2013	
61 San Antonio		\$37,239	1/18/2017	8/17/2015	NEW		
62 San Diego		\$47,875	7/18/2016	8/20/2015	8/1/2014	8/1/2013	
63 San Francisco		\$42,557	8/2/2016	8/20/2015	7/31/2014	8/1/2013	
64 Santa Ana	\$47,875		Not Paying	did not pay	8/11/2014	3/4/2014	
65 Seattle		\$37,239	7/12/2016	8/3/2015	7/23/2014	6/4/2013 ***	
66 Shelby County		\$47,875	8/11/2016	9/25/2015	8/11/2014	did not pay	
67 Toledo		\$37,239	1/18/2017	10/22/2015	8/11/2014	7/18/2013	
68 Tulsa		\$37,239	7/11/2016	2/18/2016	not a member		
69 Washington, D.C.		\$37,239	2/7/2017	8/4/2015	7/23/2014	7/5/2013	
70 Wichita		\$37,239	6/30/2016 ***	6/16/2015 ***	6/17/2014 ***	6/17/2013 ***	
Total	\$159,592	\$2,744,018		9	13	14	11

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2016-17

BY FUNCTION

	AUDITED REPORT FY15-16	REVISED BUDGET FY16-17	PRELIMINARY TOTALS FY16-17
GENERAL OPERATING REVENUE			
MEMBERSHIP DUES	\$ 2,735,255.50	\$ 2,759,609.00	\$ 2,744,018.00
GRANTS AND CONTRACTS	\$ -	\$ -	\$ 15,000.00
SPONSOR CONTRIBUTION	\$ 9,000.00	\$ 56,000.00	\$ 41,000.00
REGISTRATION FEES	\$ -	\$ -	\$ -
INTEREST AND DIVIDENDS	\$ 285,735.24	\$ 270,000.00	\$ 258,081.77
ROYALTIES AND OTHER INCOME	\$ -	\$ -	\$ 6.50
TOTAL REVENUE	\$ 3,029,990.74	\$ 3,085,609.00	\$ 3,058,106.27
GENERAL OPERATING EXPENSES			
ADMIN AND FINANCIAL MANAGEMENT	\$ 1,237,949.14	\$ 913,307.60	\$ 897,517.54
EXECUTIVE LEADERSHIP	\$ 385,690.69	\$ 714,173.37	\$ 525,433.05
FUNDRAISING ACTIVITIES	\$ 32,160.00	\$ 29,239.79	\$ 25,331.63
LEGISLATIVE ADVOCACY	\$ 519,367.37	\$ 359,178.53	\$ 585,266.47
CURRICULUM & INSTRUCTION	\$ 19,310.29	\$ 76,000.00	\$ 54,711.87
PUBLIC ADVOCACY	\$ 474,980.34	\$ 481,799.51	\$ 422,648.22
MEMBER MANAGEMENT SERVICES	\$ 185,403.40	\$ 181,460.99	\$ 177,230.09
POLICY RESEARCH	\$ 226,047.24	\$ 411,438.21	\$ 232,814.64
INDIRECT EXPENSES FROM PROJECTS	\$ (500,940.52)	\$ (466,055.00)	\$ (416,572.18)
TOTAL OPERATING EXPENSES	\$ 2,579,967.95	\$ 2,700,543.00	\$ 2,504,381.33
REVENUE OVER EXPENSES	\$ 450,022.80	\$ 385,066.00	\$ 553,724.94
ADJUSTMENTS:			
OPERATIONS CARRYOVER BALANCE	\$ 8,696,126.57		\$ 9,997,891.52
CATEGORICAL PROG NET REVENUE	\$ 1,232,019.20		\$ (374,418.74)
NET GAIN/(LOSS) ON INVESTMENT	\$ (315,708.05)		\$ 574,644.70
LOSS ON RETURN OF GRANT FUNDS	\$ (64,569.00)		\$ -
ENDING BALANCE	\$ 9,997,891.52		\$ 10,751,842.42

THE COUNCIL OF THE GREAT CITY SCHOOLS
GENERAL OPERATING BUDGET
FOR FY 2016-17

BY EXPENSE LINE

	AUDITED REPORT FY15-16	REVISED BUDGET FY16-17	PRELIMINARY TOTALS FY16-17
GENERAL OPERATING REVENUE			
MEMBERSHIP DUES	\$ 2,735,255.50	\$ 2,759,609.00	\$ 2,744,018.00
GRANTS AND CONTRACTS	\$ -	\$ -	\$ 15,000.00
SPONSOR CONTRIBUTION	\$ 9,000.00	\$ 56,000.00	\$ 41,000.00
REGISTRATION FEES	\$ -	\$ -	\$ -
INTEREST AND DIVIDENDS	\$ 285,735.24	\$ 270,000.00	\$ 258,081.77
ROYALTIES AND OTHER INCOME	\$ -	\$ -	\$ 6.50
TOTAL REVENUE	\$ 3,029,990.74	\$ 3,085,609.00	\$ 3,058,106.27
GENERAL OPERATING EXPENSES			
SALARIES & FRINGE BENEFITS	\$ 1,926,875.31	\$ 2,161,633.00	\$ 1,992,880.10
OTHER INSURANCE	\$ 22,481.29	\$ 22,500.00	\$ 21,012.40
TRAVEL & MEETINGS	\$ 87,575.67	\$ 80,000.00	\$ 65,382.38
GENERAL SUPPLIES	\$ 28,393.60	\$ 30,000.00	\$ 15,732.04
SUBSCRIPTION & PUBLICATIONS	\$ 21,293.04	\$ 25,000.00	\$ 30,042.39
COPYING & PRINTING	\$ 113,638.89	\$ 126,000.00	\$ 107,020.80
OUTSIDE SERVICES	\$ 412,910.21	\$ 519,100.00	\$ 498,388.28
TELEPHONE	\$ 39,431.61	\$ 25,000.00	\$ 31,637.84
POSTAGE & SHIPPING	\$ 4,933.48	\$ 10,000.00	\$ 4,188.47
EQPT LEASE MAINT & DEPRECIATION	\$ 24,434.42	\$ 40,000.00	\$ 23,120.60
OFFICE RENT & UTILITIES	\$ 279,440.94	\$ 7,365.00	\$ 11,548.21
ALLO FOR UNCOLLECTED REVENUE	\$ 119,500.00	\$ 120,000.00	\$ 120,000.00
INDIRECT EXPENSES FROM PROJECTS	\$ (500,940.52)	\$ (466,055.00)	\$ (416,572.18)
TOTAL OPERATING EXPENSES	\$ 2,579,967.94	\$ 2,700,543.00	\$ 2,504,381.33
REVENUE OVER EXPENSES	\$ 450,022.80	\$ 385,066.00	\$ 553,724.94
ADJUSTMENTS:			
OPERATIONS CARRYOVER BALANCE	\$ 8,696,126.57		\$ 9,997,891.52
CATEGORICAL PROG NET REVENUE	\$ 1,232,019.20		\$ (374,418.74)
NET (GAIN)/LOSS ON INVESTMENT	\$ (315,708.05)		\$ 574,644.70
LOSS ON RETURN OF GRANT FUNDS	\$ (64,569.00)		\$ -
ENDING BALANCE	\$ 9,997,891.52		\$ 10,751,842.42

(07/11/17)
 (4th Qtr Report.xls)

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2015-16
 AUDITED TOTALS FOR FY15-16 ENDING JUNE 30, 2016

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	4TH QUARTER TOTAL (7/1/15-6/30/16)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$488,420.13	\$311,919.81	\$32,160.00	\$402,282.17	\$5,721.23	\$326,448.32	\$169,660.82	\$190,262.83	\$1,926,875.31
OTHER INSURANCE	22,481.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22,481.29
TRAVEL & MEETINGS	\$5,679.48	60,701.20	0.00	5,172.62	0.00	10,003.22	2,793.29	3,225.86	87,575.67
GENERAL SUPPLIES	28,393.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	28,393.60
SUBSCRIPTION & PUBLICATIONS	2,378.98	0.00	0.00	5,103.44	0.00	5,306.85	0.00	8,503.77	21,293.04
COPYING & PRINTING	1,128.21	312.25	0.00	0.00	0.00	96,656.81	10,946.62	4,595.00	113,638.89
OUTSIDE SERVICES	244,174.33	5,979.85	0.00	101,506.05	13,456.19	32,303.79	135.00	15,355.00	412,910.21
TELEPHONE	18,765.40	5,977.40	0.00	5,153.93	132.83	3,736.89	1,867.67	3,797.49	39,431.61
POSTAGE & SHIPPING	3,152.36	800.18	0.00	149.16	0.00	524.46	0.00	307.32	4,933.48
EQPT LEASE MAINT & DEP	24,434.42	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24,434.42
OFFICE RENT & UTILITIES	279,440.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	279,440.94
ALLO FOR UNCOLLECTED REVENUE	119,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	119,500.00
INDIRECT EXPENSES FROM PROJECTS	(500,940.52)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(500,940.52)
TOTAL OPERATING EXPENSES	<u>\$737,008.62</u>	<u>\$385,690.69</u>	<u>\$32,160.00</u>	<u>\$519,367.37</u>	<u>\$19,310.25</u>	<u>\$474,980.34</u>	<u>\$185,403.40</u>	<u>\$226,047.27</u>	\$2,579,967.94
	<u>\$500,940.52</u>								
	<u>\$1,237,949.14</u>								

(07/11/17)
 (Revised Budget-FY16-17)

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 REVISED BUDGET FOR FISCAL YEAR 2016-17

	FINANCE & ADMIN (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE ADVOCACY (13)	CURRICULUM & INSTRUCTION (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	RESEARCH ADVOCACY (17)	ONE YEAR TOTAL
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$462,142.60	\$585,173.37	\$28,239.79	\$209,478.53	\$0.00	\$328,799.51	\$173,360.99	\$374,438.21	\$2,161,633.00
OTHER INSURANCE	22,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22,500.00
TRAVEL & MEETINGS	2,500.00	42,500.00	0.00	10,000.00	0.00	9,000.00	3,000.00	13,000.00	80,000.00
GENERAL SUPPLIES	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	30,000.00
SUBSCRIPTION & PUBLICATIONS	1,200.00	0.00	0.00	10,200.00	0.00	5,000.00	100.00	8,500.00	25,000.00
COPYING & PRINTING	500.00	5,000.00	0.00	3,000.00	0.00	106,500.00	1,000.00	10,000.00	126,000.00
OUTSIDE SERVICES	223,100.00	78,000.00	0.00	120,000.00	76,000.00	\$21,000.00	0.00	1,000.00	519,100.00
TELEPHONE	3,500.00	3,000.00	500.00	6,000.00	0.00	4,000.00	4,000.00	4,000.00	25,000.00
POSTAGE & SHIPPING	500.00	500.00	500.00	500.00	0.00	7,500.00	0.00	500.00	10,000.00
EQPT LEASE MAINT & DEP	40,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40,000.00
OFFICE RENT & UTILITIES	7,365.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,365.00
ALLO FOR UNCOLLECTED REVENUE	120,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00
EXPENSES ALLOCATED TO PROJECTS	<u>(466,055.00)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>(466,055.00)</u>
TOTAL OPERATING EXPENSES	<u>\$447,252.60</u>	<u>\$714,173.37</u>	<u>\$29,239.79</u>	<u>\$359,178.53</u>	<u>\$76,000.00</u>	<u>\$481,799.51</u>	<u>\$181,460.99</u>	<u>\$411,438.21</u>	<u>\$2,700,543.00</u>
	\$466,055.00								
	\$913,307.60								

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2016-17
 EXPENSES FOR TWELVE MONTHS ENDING June 30, 2017

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	ONE YEAR TOTAL (7/1/16-6/30/17)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$456,916.89	\$401,983.33	\$24,596.39	\$427,379.59	\$0.00	\$302,014.72	\$167,633.92	\$212,355.26	\$1,992,880.10
OTHER INSURANCE	21,012.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21,012.40
TRAVEL & MEETINGS	\$4,911.51	38,235.68	0.00	2,421.38	0.00	772.06	8,503.41	10,538.34	65,382.38
GENERAL SUPPLIES	15,683.04	0.00	0.00	0.00	0.00	49.00	0.00	0.00	15,732.04
SUBSCRIPTION & PUBLICATIONS	5,507.47	1,599.00	0.00	11,582.41	0.00	7,311.54	0.00	4,041.97	30,042.39
COPYING & PRINTING	260.25	11,184.50	0.00	0.00	484.95	90,252.95	0.00	4,838.15	107,020.80
OUTSIDE SERVICES	210,155.62	68,569.87	735.24	141,964.87	54,226.92	22,340.00	0.00	395.76	498,388.28
TELEPHONE	25,603.67	2,973.04	0.00	1,733.69	0.00	(311.63)	1,092.76	546.31	31,637.84
POSTAGE & SHIPPING	2,797.88	887.63	0.00	184.53	0.00	219.58	0.00	98.85	4,188.47
EQPT LEASE MAINT & DEP	23,120.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,120.60
OFFICE RENT & UTILITIES	11,548.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,548.21
ALLO FOR UNCOLLECTED REVENUE	120,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00
INDIRECT EXPENSES FROM PROJECTS	(416,572.18)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(416,572.18)
TOTAL OPERATING EXPENSES	<u>\$480,945.36</u>	<u>\$525,433.05</u>	<u>\$25,331.63</u>	<u>\$585,266.47</u>	<u>\$54,711.87</u>	<u>\$422,648.22</u>	<u>\$177,230.09</u>	<u>\$232,814.64</u>	\$2,504,381.33
	<u>\$416,572.18</u>								
	\$897,517.54								

7/10/2017

**INVESTMENT SCHEDULE - FY16-17
ENDING 6/30/17**

Balances are from date of purchase

INVESTMENT ACCOUNTS	ENDING BALANCE 6/30/2017	PURCHASES (7/1/16 - 6/30/17)	SOLD (7/1/16 - 6/30/17)	UNREAL GAINS/(LOSS) (7/1/16 - 6/30/17)	REAL GAINS/(LOSS) (7/1/16 - 6/30/17)
Banc of Calif NA CD	\$249,958	\$250,000	\$0	-\$43	\$0
Citibank NA CD	\$249,878	\$250,000	\$0	-\$123	\$0
Aberdeen FDS Emerging Mkts Fd	\$276,120	\$2,828	-\$81,147	\$30,087	\$12,898
Amer Cent Fds	\$576,381	\$25,488	\$0	\$79,940	\$0
Deutsche Sec TR Enhanced Comm	\$118,920	\$4,409	-\$50,701	-\$34,844	\$3,447
Deutsche Sec Tr Glob RE	\$183,845	\$11,783	-\$1,463	-\$3,101	\$77
Dodge&Cox Intl Stock	\$360,842	\$11,130	-\$10,597	\$93,343	-\$628
Eaton Vance Inc Fd	\$259,503	\$14,689	-\$3,436	\$9,952	\$11
Eaton Vance Large Cap Val Fd	\$752,228	\$8,553	\$0	\$89,429	\$0
First Eagle Fds Sogen Overseas	\$260,141	\$8,700	-\$2,650	\$13,429	\$335
Goldma Sachs TRUST Strat Inc Fd	\$0	\$1,055	-\$181,009	\$15,172	-\$11,585
Goldman Sachs Treas Instr	\$59,740	\$196	-\$27	\$0	\$0
Harbor Fund Cap Appr	\$511,570	\$25,729	-\$174,277	\$3,852	\$80,880
Harris Assoc Invt Tr Oakmk Equity	\$689,322	\$25,792	-\$59,661	\$73,041	\$4,630
Hartford Mut Fds MIDCAP Fd	\$290,783	\$253,775	\$0	\$37,008	\$0
JPMorgan Core Bd FD Selct	\$733,090	\$90,378	\$0	-\$22,426	\$0
MFS Ser TR X Emerging Mkts Debt	\$187,287	\$189,045	\$0	-\$1,758	\$0
Victory Portfolios Munder MIDCAP	\$0	\$0	-\$178,836	-\$23,535	\$27,224
Nuveen INVT Fds Inc RE Secs*	\$122,803	\$12,157	-\$888	-\$14,544	\$304
Inv Mgrs Pioneer Oak Ridge Sm Cp	\$389,163	\$83,924	\$0	\$15,196	\$0
Ridgeworth Fds Mid-cap Val Eqty Pd	\$355,255	\$136,908	\$0	\$42,544	\$0
Victory Portfolios Sm Co Oppty	\$431,202	\$73,889	\$0	\$62,333	\$0
Virtus Emerging Mkts Opportunites	\$202,151	\$1,415	-\$9,146	\$24,081	\$754
TOTAL:	\$7,260,183	\$1,481,842	-\$753,840	\$489,035	\$118,348

NOTE: The Investments ending balance shown above does not include the CAP Cash Account used for operations, which had an ending balance of \$1,492,875.19 as of 6/30/17.

COUNCIL OF THE GREAT CITY SCHOOLS
Investment Portfolio by Asset Class
As of 06/30/2017

Fund Name	Ticker	Category per Morningstar	Amount	Asset Class
Bank of California NA		Certificate of Deposit	\$ 249,958	Fixed Income
Citibank NA		Certificate of Deposit	\$ 249,878	Fixed Income
MFS Ser TR X Emerging Markets Debt	MEDIX	Diversified Emerging Markets	\$ 187,287	Fixed Income
Eaton Vance Inc Fd	EIBIX	High yield bond	\$ 259,503	Fixed Income
JPMorgan Core Bd Fd Selct	WOBDX	Intermediate term - bond	\$ 733,090	Fixed Income
			\$ 1,679,715	
Amer Cen Mut Funds	TWGIX	Large growth - equity	\$ 576,381	Large Cap Equity
Harbor Fund Cap Appr	HACAX	Large growth - equity	\$ 511,570	Large Cap Equity
Eaton Vance Large Cap Val Fd	EILVX	Large Value equity	\$ 752,228	Large Cap Equity
			\$ 1,840,179	
Victory Sycamore Small Co. Opp I	VSOIX	Small Value	\$ 431,202	Small/Mid Cap Equity
Pioneer Oak Ridge Sm Cp	ORIYX	Small growth - equity	\$ 389,163	Small/Mid Cap Equity
RidgeWorth Mid-Cap Value Equity I	SMVTX	Mid-Cap Value	\$ 355,255	Small/Mid Cap Equity
Hartford Mut Fds MIDCAP Fd	HFMIX	Midcap Growth - equity	\$ 290,783	Small/Mid Cap Equity
			\$ 1,466,404	
Aberdeen Emerging Markets Instl	ABEMX	Diversified Emerging Markets	\$ 276,120	International Equity
Virtus Emerging Mkts Opportunities	HIEMX	Diversified Emerging Markets-equity	\$ 202,151	International Equity
Dodge & Cox Intl Stock Fd	DODFX	Foreign Large Blend - equity	\$ 360,842	International Equity
First Eagle Fds Sogen Overseas	SGOIX	Foreign Large Blend - equity	\$ 260,141	International Equity
			\$ 1,099,253	
Nuveen INVT Fds Inc Real Est Secs	FARCX	Real Estate - equity	\$ 122,803	Alternative Investments
Deutsche Secs TR Comm Stra	SKIRX	Commodities Broad Basket	\$ 118,920	Alternative Investments
Deutsche Secs TR Glob RE Se	RRGIX	Real Estate - equity	\$ 183,845	Public Real Estate (Alternative Investments)
			\$ 425,569	
Goldman Sach TR Treas Instr	FTIXX	Money Market	\$ 59,740	Cash Equivalents
Harris Assoc Invt Tr Oakmk Equity	OAKBX	Moderate Allocation - equity	** \$ 689,322	Balanced Strategy (23% fixed income, 37% Large Cap, 18%Small/MidCap,6%International,10%Alternative,6%cash)
Total Investments			\$ 7,260,183	

COUNCIL OF THE GREAT CITY SCHOOLS
 ASSET ALLOCATION ACTUALS VS TACTICAL RANGE
 For Fiscal Year ending 6/30/2017

ASSET CLASS DISTRIBUTION							
Fixed	Large Cap	Small/Mid	Intl	Alternative	Cash	TOTAL	
\$1,679,715	\$1,840,179	\$1,466,404	\$1,099,253	\$425,569	\$59,740	\$6,570,861	
\$158,544	\$255,049	\$124,078	\$41,359	\$68,932	\$41,359	\$689,322	**
\$1,838,259	\$2,095,229	\$1,590,482	\$1,140,613	\$494,501	\$101,100	\$7,260,183	TOTALS
25.32%	28.86%	21.91%	15.71%	6.81%	1.39%	100.00%	ACTUALS FY16-17 (%)
20.0%-60%	20%-40%	5%-25%	10%-30%	0%-20%	0%-20%		TACTICAL RANGE Change (%)
38%	27%	15%	15%	3%	2%	100.00%	STRATEGIC TARGET (%)

**CATEGORICAL PROGRAMS
BUDGET REPORT**

**ESTIMATED TOTALS
FOR
FISCAL YEAR 2016-2017**

ENDING JUNE 30, 2017

THE COUNCIL OF THE GREAT CITY SCHOOLS
 REVENUE AND EXPENSE REPORT
 TWELVE MONTHS ENDING JUNE 30, 2017

CATEGORICAL PROJECTS
 PAGE 1 OF 2

	MEETINGS AND CONFERENCES (20)	EXXON MOBIL SCHOLARSHIPS (20-EX)	STRATEGIC SUPPORT TEAMS (21)	SPECIAL PROJECTS ACCOUNT (22)	KPI BUSINESS PLAN (29)	GATES SOLUTIONS TO COMMON CORE (32)	HELMSLEY GRANT (34)	SCHUSTERMAN FOUNDATION GRANT (38)
OPERATING REVENUE								
MEMBER DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GRANTS & CONTRACTS	0.00	0.00	456,456.99	0.00	0.00	0.00	0.00	510,000.00
SPONSOR CONTRIBUTION	1,185,250.02	25,000.00	0.00	0.00	0.00	0.00	0.00	0.00
REGISTRATION FEES	498,272.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INTEREST AND DIVIDENDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ROYALTIES & OTHER INCOME	0.00	0.00	0.00	0.00	31,447.88	0.00	0.00	0.00
TOTAL REVENUE	\$1,683,522.52	\$25,000.00	\$456,456.99	\$0.00	\$31,447.88	\$0.00	\$0.00	\$510,000.00
OPERATING EXPENSES								
SALARIES & FRINGE BENEFITS	\$153,283.55	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,879.71	\$0.00
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRAVEL AND MEETING EXPENSES	1,069,197.75	310.40	93,723.69	0.00	0.00	0.00	16,277.59	0.00
GENERAL SUPPLIES	0.00	40.00	0.00	0.00	0.00	0.00	5,000.00	0.00
DUES, SUBSCR & PUBLICATION	0.00	92.66	0.00	0.00	0.00	0.00	438.10	0.00
COPYING & PRINTING	54,502.71	0.00	1,169.49	0.00	0.00	0.00	3,964.00	0.00
OUTSIDE SERVICES	322,025.32	20,024.00	269,744.49	61,308.10	51,923.16	0.00	243,776.19	0.00
TELEPHONE	9.83	0.00	2,144.85	0.00	0.00	0.00	214.00	0.00
POSTAGE & SHIPPING	16,020.53	44.80	0.00	0.00	0.00	0.00	160.09	0.00
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EXPENSES ALLOCATED TO PROJECTS	0.00	4,488.14	146,327.25	0.00	0.00	0.00	34,202.52	0.00
TOTAL PROJECT EXPENSES	\$1,615,039.69	\$25,000.00	\$513,109.77	\$61,308.10	\$51,923.16	\$0.00	\$384,912.20	\$0.00
REVENUE OVER EXPENSES	\$68,482.83	\$0.00	(\$56,652.78)	(\$61,308.10)	(\$20,475.28)	\$0.00	(\$384,912.20)	\$510,000.00
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/16	\$619,758.23	\$0.00	(\$68,352.75)	\$171,209.13	(\$24,496.95)	\$568,997.87	\$722,241.79	\$0.00
ENDING BALANCE 6/30/17	\$688,241.06	\$0.00	(\$125,005.53)	\$109,901.03	(\$44,972.23)	\$568,997.87	\$337,329.59	\$510,000.00

THE COUNCIL OF THE GREAT CITY SCHOOLS
 REVENUE AND EXPENSE REPORT
 TWELVE MONTHS ENDING JUNE 30, 2017

CATEGORICAL PROJECTS
 PAGE 2 OF 2

	URBAN DEANS NETWK (40)	S Schwartz Urban Impact Award (41)	GATES FOUNDATION CCSS Implem (49)	WALLACE FOUNDATION GRANT (54/56/57)	UNIVERSITY OF CHICAGO GRANT (60)	THE COLLEGE BOARD GRANT (86)	ONE YEAR TOTAL (7/1/16-6/30/17)
OPERATING REVENUE							
MEMBER DUES	\$11,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,000.00
GRANTS & CONTRACTS	0.00	0.00	0.00	850,000.00	19,513.00	400,000.00	\$2,235,969.99
SPONSOR CONTRIBUTION	0.00	900.00	0.00	0.00	0.00	0.00	\$1,211,150.02
REGISTRATION FEES	0.00	0.00	0.00	0.00	0.00	0.00	\$498,272.50
INTEREST AND DIVIDENDS	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
ROYALTIES & OTHER INCOME	0.00	0.00	0.00	0.00	0.00	0.00	\$31,447.88
TOTAL REVENUE	\$11,000.00	\$900.00	\$0.00	\$850,000.00	\$19,513.00	\$400,000.00	\$3,987,840.39
OPERATING EXPENSES							
SALARIES & FRINGE BENEFITS	\$0.00	\$0.00	\$564,679.63	\$377,249.29	\$7,839.17	\$0.00	\$1,183,931.35
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
TRAVEL AND MEETING EXPENSES	0.00	0.00	60,873.30	47498.38	2250.18	0.00	\$1,290,131.29
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	\$5,040.00
DUES, SUBSCR & PUBLICATION	0.00	0.00	948.60	146.00	0.00	0.00	\$1,625.36
COPYING & PRINTING	835.00	0.00	1,899.90	0.00	0.00	0.00	\$62,371.10
OUTSIDE SERVICES	3,165.72	0.00	269,318.17	137692.66	4406.40	0.00	\$1,383,384.21
TELEPHONE	0.00	0.00	497.52	0.00	0.00	0.00	\$2,866.20
POSTAGE & SHIPPING	0.00	0.00	22.16	89.86	0.00	0.00	\$16,337.44
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
EXPENSES ALLOCATED TO PROJECTS	0.00	0.00	136,741.98	89,728.19	5,084.10	0.00	\$416,572.18
TOTAL PROJECT EXPENSES	\$4,000.72	\$0.00	\$1,034,981.26	\$652,404.38	\$19,579.85	\$0.00	\$4,362,259.13
REVENUE OVER EXPENSES	\$6,999.28	\$900.00	(\$1,034,981.26)	\$197,595.62	(\$66.85)	\$400,000.00	(\$374,418.74)
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/16	\$402.50	\$21,089.50	\$1,364,033.00	\$372,073.25	\$0.00	\$0.00	\$3,746,955.57
ENDING BALANCE 6/30/17	<u>\$7,401.78</u>	<u>\$21,989.50</u>	<u>\$329,051.74</u>	<u>\$569,668.87</u>	<u>(\$66.85)</u>	<u>\$400,000.00</u>	<u>\$3,372,536.83</u>

2017-2018 BUDGET

GENERAL OPERATING BUDGET

FOR

FISCAL YEAR 2017-2018

(01/03/17)

COUNCIL OF THE GREAT CITY SCHOOLS
1331 Pennsylvania Avenue, N.W., Suite 1100 N, Washington, D.C. 20004
Tel (202) 393-2427 Fax (202) 393-2400 Web Page: <http://www.cgcs.org>



MEMBERSHIP DUES STRUCTURE BY TIERS

	2016-2017 DUES	WITH 1.69% INCREASE 2017-2018 DUES
Largest city in the state TIER I	\$30,088.00	\$30,596.00
Based on enrollment		
TIER II 35,000 TO 54,000	\$37,239.00	\$37,868.00
TIER III 54,001 TO 99,000	\$42,557.00	\$43,276.00
TIER IV 99,001 TO 200,000	\$47,875.00	\$48,684.00
TIER V 200,001 PLUS	\$54,969.00	\$55,898.00

COUNCIL OF THE GREAT CITY SCHOOLS
FY 2017-18 Membership Dues

STATUS OF MEMBERSHIP DUES AS OF October 5, 2017

DISTRICT	NOT PAID	PAID	Date Rec'd FY17-18	Date Rec'd FY16-17	Date Rec'd FY15-16	Date Rec'd FY14-15	
1 Albuquerque		\$43,276	6/19/2017	*** 6/22/2016	8/20/2015	7/21/2014	
2 Anchorage		\$37,868	7/19/2017	8/1/2016	6/8/2015	*** 6/3/2014 ***	
3 Arlington	\$43,276			2/7/2017	9/8/2015	NEW	
4 Atlanta	\$37,868			8/1/2016	8/4/2015	8/11/2014	
5 Austin		\$43,276	7/26/2017	6/30/2016	*** 10/22/2015	3/2/2015	
6 Baltimore		\$43,276	8/14/2017	11/1/2016	8/24/2015	7/23/2014	
7 Birmingham		\$37,868	7/31/2017	7/28/2016	6/10/2015	*** 6/30/2014 ***	
8 Boston	\$43,276			8/2/2016	7/5/2015	8/11/2014	
9 Bridgeport		\$20,746	8/28/2017	8/18/2016	8/20/2015	6/26/2014	
10 Broward County	\$55,898			2/21/2017	3/8/2016	9/23/2014	
11 Buffalo		\$37,868	8/22/2017	8/18/2016	9/9/2015	8/18/2014	
12 Charleston County	\$37,868			did not pay	5/27/2016	5/7/2015	
13 Charlotte-Mecklenburg		\$48,684	6/27/2017	*** 6/21/2016 ***	6/8/2015	*** 6/13/2014 ***	
14 Chicago	\$55,898			4/18/2017	5/16/2016	2/17/2015	
15 Cincinnati	\$37,868			3/6/2017	12/7/2015	2/10/2015	
16 Clark County		\$55,898	7/24/2017	8/24/2016	9/17/2015	7/31/2014	
17 Cleveland	\$37,868			10/14/2016	7/21/2015	6/30/2014	
18 Columbus		\$37,868	8/10/2017	8/18/2016	7/24/2015	8/29/2014	
19 Dallas		\$48,684	6/30/2017	*** 6/30/2016 ***	5/3/2016	7/21/2014	
20 Dayton	\$37,868			8/11/2016	7/15/2016	9/18/2014	
21 Denver	\$43,276			9/7/2016	7/13/2015	8/4/2014	
22 Des Moines*		\$30,596	6/29/2017	*** 7/12/2016 ***	10/27/2015	6/17/2014	
23 Detroit	\$37,868			2/13/2017	did not pay	11/21/2014	
24 Duval County		\$48,684	8/22/2017	8/29/2016	8/20/2015	8/4/2014	
25 El Paso		\$43,276	8/7/2017	1/24/2017	8/6/2015	2/17/2015	
26 Fort Worth	\$43,276			8/1/2016	7/31/2015	2/25/2015	
27 Fresno		\$43,276	8/7/2017	9/20/2016	7/14/2015	9/3/2014	
28 Greensboro(Guilford Cty)		\$43,276	8/24/2017	9/13/2016	11/5/2015	10/3/2014	
29 Hawaii		\$48,684	7/19/2017	6/21/2016	*** 7/6/2015 ***	11/25/2014	
30 Hillsborough County (Tampa)	\$55,898			1/24/2017	8/4/2015	7/23/2014	
31 Houston		\$55,898	8/14/2017	8/2/2016	6/5/2015	*** 7/7/2014	
32 Indianapolis		\$37,868	9/12/2017	8/1/2016	1/12/2016	7/7/2014	
33 Jackson. MS		\$37,868	8/14/2017	12/21/2016	2/24/2016	8/11/2014	
34 Jefferson County		\$43,276	8/1/2017	8/23/2016	8/7/2015	8/4/2014	
35 Kansas City, MO	\$37,868			8/18/2016	7/28/2015	9/15/2014	
36 Long Beach		\$43,276	7/31/2017	7/12/2016	8/25/2015	8/11/2014	
37 Los Angeles	\$55,898			8/10/2016	3/2/2016	8/8/2014	
38 Miami-Dade County		\$55,898	8/8/2017	8/18/2016	7/28/2015	8/4/2014	
39 Milwaukee		\$43,276	6/19/2017	*** 6/15/2016 ***	6/3/2015	*** 6/23/2014 ***	
40 Minneapolis	\$37,868			8/1/2016	3/15/2016	9/18/2014	
41 Nashville		\$43,276	8/1/2017	8/4/2016	8/4/2015	7/23/2014	
42 New Orleans	\$37,868			did not pay	did not pay	did not pay	
43 New York City	\$55,898			8/19/2016	1/19/2016	10/1/2014	
44 Newark	\$37,868			did not pay	3/8/2016	2/6/2015	
45 Norfolk		\$37,868	7/24/2017	8/29/2016	2/17/2016	9/15/2014	
46 Oakland	\$37,868			7/12/2016	7/28/2015	6/19/2014	
47 Oklahoma City		\$37,868	8/8/2017	8/18/2016	8/20/2015	8/12/2014	
48 Omaha		\$37,868	6/14/2017	*** 6/15/2016 ***	6/5/2015	*** 6/20/2014 ***	
49 Orange County, FL	\$48,684			6/7/2016	*** 5/20/2015 ***	6/2/2014	
50 Palm Beach County		\$48,684	7/10/2017	7/18/2016	7/21/2015	2/10/2015	
51 Philadelphia	\$48,684			4/4/2017	9/17/2015	2/12/2015	
52 Pinellas County		\$48,684	7/24/2017	7/22/2016	3/2/2016		
53 Pittsburgh		\$37,868	6/27/2017	*** 7/12/2016 ***	6/8/2015	*** 7/11/2014 ***	
54 Portland		\$37,868	7/24/2017	7/18/2016	7/20/2015	6/20/2014	
55 Providence*	\$30,596			3/28/2017	8/20/2015	1/21/2015	
56 Richmond		\$37,868	7/31/2017	3/10/2017	4/26/2016	6/11/2014	
57 Rochester		\$37,868	6/30/2017	*** 7/22/2016 ***	6/16/2015	*** 6/11/2014 ***	
58 St. Louis		\$37,868	6/27/2017	*** 6/29/2016 ***	7/28/2015	8/11/2014	
59 St. Paul		\$37,868	7/14/2017	7/28/2016	6/30/2015	*** 7/3/2014 ***	
60 Sacramento		\$37,868	9/21/2017	7/15/2016	6/3/2015	*** 8/1/2014 ***	
61 San Antonio	\$37,868			1/18/2017	8/17/2015	NEW	
62 San Diego		\$48,684	7/24/2017	7/18/2016	8/20/2015	8/1/2014	
63 San Francisco		\$43,276	8/14/2017	8/2/2016	8/20/2015	7/31/2014	
64 Santa Ana	\$37,868			did not pay	did not pay	8/11/2014	
65 Seattle		\$37,868	6/27/2017	*** 7/12/2016 ***	8/3/2015	7/23/2014	
66 Shelby County		\$48,684	8/14/2017	8/11/2016	9/25/2015	8/11/2014	
67 Toledo		\$37,868	7/19/2017	1/18/2017	10/22/2015	8/11/2014	
68 Tulsa		\$37,868		7/11/2016	2/18/2016	not a member	
69 Washington, D.C.	\$37,868		6/30/2017	*** 2/7/2017 ***	8/4/2015	7/23/2014	
70 Wichita		\$37,868	6/27/2017	*** 6/30/2016 ***	6/16/2015	*** 6/17/2014 ***	
Total	\$1,072,842	\$1,879,772		12	9	13	14

THE COUNCIL OF THE GREAT CITY SCHOOLS
GENERAL OPERATING BUDGET
FOR FY 2017-18

BY FUNCTION

	AUDITED REPORT FY15-16	PRELIMINARY TOTAL FY16-17	APPROVED BUDGET FY17-18	ESTIMATED 1ST QTR TOTALS 7/1/17 - 9/30/17
GENERAL OPERATING REVENUE				
MEMBERSHIP DUES	\$2,735,255.50	\$2,744,018.00	\$2,810,992.00	\$1,879,772.00
GRANTS AND CONTRACTS	0.00	15,000.00	0.00	0.00
SPONSOR CONTRIBUTION	9,000.00	36,000.00	50,000.00	21,000.00
REGISTRATION FEES	0.00	0.00	0.00	0.00
INTEREST AND DIVIDENDS	285,735.24	258,081.77	270,000.00	46,135.10
ROYALTIES AND OTHER INCOME	0.00	6.50	0.00	0.00
TOTAL REVENUE	\$3,029,990.74	\$3,053,106.27	\$3,130,992.00	\$1,946,907.10
GENERAL OPERATING EXPENSES				
ADMIN AND FINANCIAL MANAGEMENT	\$ 1,237,949.14	\$897,517.54	\$1,329,299.82	\$288,186.94
EXECUTIVE LEADERSHIP	\$ 385,690.69	525,433.05	770,893.52	108,726.02
FUNDRAISING ACTIVITIES	\$ 32,160.00	25,331.63	26,000.00	12,788.07
LEGISLATIVE ADVOCACY	\$ 519,367.37	585,266.47	576,694.41	152,017.55
CURRICULUM & INSTRUCTION	\$ 19,310.29	54,711.87	75,000.00	13,576.88
PUBLIC ADVOCACY	\$ 474,980.34	422,648.22	514,053.44	114,198.59
MEMBER MANAGEMENT SERVICES	\$ 185,403.40	177,230.09	179,412.50	46,240.70
POLICY RESEARCH	\$ 226,047.24	232,814.64	694,065.92	52,969.06
EXPENSES ALLOCATED TO PROJECTS	\$ (500,940.52)	(416,572.18)	(534,427.61)	(157,801.91)
TOTAL OPERATING EXPENSES	\$2,579,967.95	\$2,504,381.33	\$3,630,992.00	\$630,901.91
REVENUE OVER EXPENSES	\$450,022.80	\$548,724.94	(\$500,000.00)	\$1,316,005.19
ADJUSTMENTS:				
OPERATIONS CARRYOVER BALANCE	\$8,696,126.57	\$9,997,891.52	\$10,746,842.42	
CATEGORICAL PROG NET REVENUE	\$1,232,019.20	(\$374,418.74)		
NET GAIN/(LOSS) ON INVESTMENT	(\$315,708.05)	\$574,644.70		
LOSS ON RETURN OF GRANT FUNDS	(\$64,569.00)	\$0.00		
ENDING BALANCE	\$9,997,891.52	\$10,746,842.42	\$10,246,842.42	

THE COUNCIL OF THE GREAT CITY SCHOOLS
 GENERAL OPERATING BUDGET
 FOR FY 2017-18

BY EXPENSE LINE

	AUDITED REPORT FY15-16	PRELIMINARY TOTAL FY16-17	APPROVED BUDGET FY17-18	ESTIMATED 1ST QTR TOTALS 7/1/17- 9/30/17
GENERAL OPERATING REVENUE				
MEMBERSHIP DUES	\$2,735,255.50	\$2,744,018.00	\$2,810,992.00	\$1,879,772.00
GRANTS AND CONTRACTS	0.00	15,000.00	0.00	0.00
SPONSOR CONTRIBUTION	9,000.00	41,000.00	50,000.00	21,000.00
REGISTRATION FEES	0.00	0.00	0.00	0.00
INTEREST AND DIVIDENDS	285,735.24	258,081.77	270,000.00	46,135.10
ROYALTIES AND OTHER INCOME	0.00	6.50	0.00	0.00
TOTAL REVENUE	\$3,029,990.74	\$3,058,106.27	\$3,130,992.00	\$1,946,907.10
GENERAL OPERATING EXPENSES				
SALARIES & FRINGE BENEFITS	\$1,926,875.31	\$1,992,880.10	\$2,829,967.61	\$519,740.40
OTHER INSURANCE	22,481.29	21,012.40	22,500.00	8,229.84
TRAVEL & MEETINGS	87,575.67	65,382.38	80,000.00	16,161.76
GENERAL SUPPLIES	28,393.60	15,732.04	30,000.00	2,365.70
SUBSCRIPTION & PUBLICATIONS	21,293.04	30,042.39	25,000.00	8,992.05
COPYING & PRINTING	113,638.89	107,020.80	126,000.00	24,903.83
OUTSIDE SERVICES	412,910.21	498,388.28	523,510.00	103,882.77
TELEPHONE	39,431.61	31,637.84	10,000.00	6,677.91
POSTAGE & SHIPPING	4,933.48	4,188.47	10,000.00	2,212.60
EQPT LEASE MAINT & DEP	24,434.42	23,120.60	40,000.00	9,615.30
OFFICE RENT & UTILITIES	279,440.94	11,548.21	368,442.00	60,921.66
ALLO FOR UNCOLLECTED REVENUE	119,500.00	120,000.00	100,000.00	25,000.00
EXPENSES ALLOCATED TO PROJECTS	(500,940.52)	(416,572.18)	(534,427.61)	(157,801.91)
TOTAL OPERATING EXPENSES	\$2,579,967.94	\$2,504,381.33	\$3,630,992.00	\$630,901.91
REVENUE OVER EXPENSES	\$450,022.80	\$553,724.94	(\$500,000.00)	\$1,316,005.19
ADJUSTMENTS:				
OPERATIONS CARRYOVER BALANCE	\$8,696,126.57	\$9,997,891.52	\$10,751,842.42	
CATEGORICAL PROG NET REVENUE	\$1,232,019.20	(\$374,418.74)		
NET GAIN/(LOSS) ON INVESTMENT	(\$315,708.05)	\$574,644.70		
LOSS ON RETURN OF GRANT FUNDS	(\$64,569.00)	\$0.00		
ENDING BALANCE	\$9,997,891.52	\$10,751,842.42	\$10,251,842.42	

(10/05/17)
(1st Qtr Report.xls)

THE COUNCIL OF THE GREAT CITY SCHOOLS
GENERAL OPERATING BUDGET
FOR FY 2017-18
ESTIMATED EXPENSES FOR QUARTER ENDING SEPTEMBER 30, 2017

	ADMIN & FINAN MANAGEMENT (10)	EXECUTIVE SUPPORT (11)	FUNDRAISING ACTIVITIES (12)	LEGISLATIVE SERVICES (13&31)	CURRICULUM & INSTRUCT (14)	PUBLIC ADVOCACY (15)	MEMBER MGT SERVICES (16)	POLICY RESEARCH (17)	ESTIMATED 1ST QUARTER TOTAL (7/1/17-9/30/17)
GENERAL OPERATING EXPENSES									
SALARIES & FRINGE BENEFITS	\$ 129,590.52	\$ 81,653.01	\$ 12,788.07	\$ 112,524.10	\$ -	\$ 87,556.71	\$ 46,040.24	\$ 49,587.74	\$ 519,740.40
OTHER INSURANCE	\$ 8,229.84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,229.84
TRAVEL & MEETINGS	\$ 151.98	\$ 12,104.08	\$ -	\$ 103.47	\$ -	\$ 1,237.38	\$ -	\$ 2,564.85	\$ 16,161.76
GENERAL SUPPLIES	\$ 2,365.70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,365.70
SUBSCRIPTION & PUBLICATIONS	\$ 612.05	\$ 1,000.00	\$ -	\$ 6,263.96	\$ -	\$ 829.19	\$ -	\$ 286.85	\$ 8,992.05
COPYING & PRINTING	\$ 625.00	\$ -	\$ -	\$ -	\$ -	\$ 23,853.83	\$ -	\$ 425.00	\$ 24,903.83
OUTSIDE SERVICES	\$ 45,916.60	\$ 11,753.29	\$ -	\$ 32,636.00	\$ 13,576.88	\$ -	\$ -	\$ -	\$ 103,882.77
TELEPHONE	\$ 4,651.51	\$ 1,449.05	\$ -	\$ 167.64	\$ -	\$ 104.63	\$ 200.46	\$ 104.62	\$ 6,677.91
POSTAGE & SHIPPING	\$ 506.78	\$ 766.59	\$ -	\$ 322.38	\$ -	\$ 616.85	\$ -	\$ -	\$ 2,212.60
EQPT LEASE MAINT & DEP	\$ 9,615.30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,615.30
OFFICE RENT & UTILITIES	\$ 60,921.66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,921.66
ALLO FOR UNCOLLECTED REVENUE	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000.00
INDIRECT EXPENSES FROM PROJECTS	\$ (157,801.91)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (157,801.91)
TOTAL OPERATING EXPENSES	\$ 130,385.03	\$ 108,726.02	\$ 12,788.07	\$ 152,017.55	\$ 13,576.88	\$ 114,198.59	\$ 46,240.70	\$ 52,969.06	\$ 630,901.91
	\$ 157,801.91								
	\$ 288,186.94								

**CATEGORICAL PROJECTS
BUDGET REPORT**

FOR

FISCAL YEAR 2017-18

1ST QUARTER

ENDING SEPTEMBER 30, 2017

THE COUNCIL OF THE GREAT CITY SCHOOLS
REVENUE AND EXPENSE REPORT
FIRST QUARTER ENDING SEPTEMBER 30, 2017

CATEGORICAL PROJECTS

	MEETINGS AND CONFERENCES (20)	STRATEGIC SUPPORT TEAMS (21)	SPECIAL PROJECTS ACCOUNT (22)	KPI BUSINESS PLAN (29)	GATES SOLUTIONS TO COMMON CORE (32)	HELMSLEY GRANT (34)	SCHUSTERMAN FOUNDATION GRANT (38)	URBAN DEANS NETWK (40)	S Schwartz Urban Impact Award (41)	GATES FOUNDATION CCSS Implem (49)	WALLACE FOUNDATION GRANT (56/57)	THE COLLEGE BOARD GRANT (86)	FIRST QTR TOTAL (7/1/17-9/30/17)
OPERATING REVENUE													
MEMBER DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GRANTS & CONTRACTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
SPONSOR CONTRIBUTION	657,700.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$657,700.00
REGISTRATION FEES	272,600.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$272,600.00
INTEREST AND DIVIDENDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
ROYALTIES & OTHER INCOME	0.00	0.00	0.00	28,629.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$28,629.52
TOTAL REVENUE	\$930,300.00	\$0.00	\$0.00	\$28,629.52	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$958,929.52
OPERATING EXPENSES													
SALARIES & FRINGE BENEFITS	\$38,331.46	\$0.00	\$0.00	\$0.00	\$0.00	\$48,414.10	\$28,047.47	\$0.00	\$0.00	\$197,641.11	\$34,522.68	\$0.00	\$346,956.82
OTHER INSURANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
TRAVEL AND MEETING EXPENSES	345,546.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,026.53	0.00	0.00	\$347,573.21
GENERAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
DUES, SUBSCR & PUBLICATION	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	97.29	0.00	0.00	\$97.29
COPYING & PRINTING	35,064.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$35,064.00
OUTSIDE SERVICES	173,928.81	0.00	0.00	0.00	0.00	0.00	91,525.98	0.00	0.00	84,317.47	46,955.47	0.00	\$396,727.73
TELEPHONE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
POSTAGE & SHIPPING	12,339.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$12,339.26
EQPT LEASE MAINT & DEP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
OFFICE RENT & UTILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
ALLO FOR UNCOLLECTED REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
EXPENSES ALLOCATED TO PROJECTS	85,031.81	0.00	0.00	0.00	0.00	0.00	17,936.02	0.00	0.00	42,612.36	12,221.72	0.00	\$157,801.91
TOTAL PROJECT EXPENSES	\$690,242.02	\$0.00	\$0.00	\$0.00	\$0.00	\$48,414.10	\$137,509.47	\$0.00	\$0.00	\$326,694.76	\$93,699.88	\$0.00	\$1,296,560.22
REVENUE OVER EXPENSES	\$240,057.98	\$0.00	\$0.00	\$28,629.52	\$0.00	(\$48,414.10)	(\$137,509.47)	\$0.00	\$0.00	(\$326,694.76)	(\$93,699.88)	\$0.00	(\$337,630.70)
CLOSEOUT OF COMPLETED PROJECTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
IN-KIND CONTRIBUTION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CARRYOVER BALANCE 6/30/17	\$686,441.06	(\$125,005.53)	\$109,901.03	(\$44,972.23)	\$568,997.87	\$337,329.59	\$510,000.00	\$7,401.78	\$21,989.50	\$329,051.74	\$569,668.87	\$400,000.00	\$3,370,803.68
ENDING BALANCE 9/30/17	\$926,499.04	(\$125,005.53)	\$109,901.03	(\$16,342.71)	\$568,997.87	\$288,915.49	\$372,490.53	\$7,401.78	\$21,989.50	\$2,356.98	\$475,968.99	\$400,000.00	\$3,033,172.98

**PERSONNEL POLICY AND INVESTMENT POLICIES
HANDBOOKS**

Amendment #1 to Personnel Policy Handbook

I. INTRODUCTION

Preamble

Employees are required to comply with all provisions of this personnel policy handbook. The provisions contained herein are intended to ensure a professional and supportive work environment for all employees, and to discourage any appearance of impropriety or the perception of undue influence upon the business of this Council.

Amendment #2 to Personnel Policy Handbook

Conflicts of Interest

The Council respects employee's rights to engage in activities outside the work of the organization. Employees are encouraged to be well-rounded, active and contributing citizens of the community. However, to avoid any actual or apparent conflicts of interest:

- Employees should not become involved in any outside transaction or activity that could be viewed as a conflict between those of the Council or those of the individual's role as an employee of the Council.
- Employees should not accept any outside employment that potentially could interfere with attendance or satisfactory performance of duties at the Council.
- Employees should not accept gifts, payments, fees, return services, discounts, privileges or favors of any type that might appear to obligate or compromise the Council or the individual as an employee of the Council.
- Supervisors should refrain from hiring or retaining relatives, or from influencing the hiring or retaining of relatives by the organization's members, sponsors, or providers.

All employees, upon initial hiring and annually thereafter, shall certify in writing that they comply with this policy, and that they will self-report any relationship that may implicate a potential conflict of interest or other violations of this policy.

If an employee has questions about whether outside interests or activities might be interpreted as a conflict of interest, please discuss them with the Director of Finance and Administration or the Executive Director.

The amendment is shown in red text above.

Amendment to the Investment Policies and Guidelines Manual

Amend Section INVESTMENT GUIDELINES – ALLOWABLE ASSETS by adding the following additional criteria.

All assets of the Council of the Great City Schools shall be invested in institutions, companies, corporations, or funds, which are committed to a diverse workforce, do not support activities that would be contradictory to the vision and goals of the Council, or are detrimental to public education or urban children.

CONFERENCES AND MEETINGS

**COUNCIL OF THE GREAT CITY SCHOOLS
2017 Conference Schedule**

Executive Committee Meeting

January 27 & 28, 2017

Omni Austin Hotel Downtown, Austin, TX

HRD/Personnel Directors Meeting

February 8-10, 2017

Hotel Contessa, San Antonio, TX

Legislative/Policy Conference

March 11-14, 2017

The Mayflower Hotel, Washington, DC

Chief Operating Officers Conference

April 4-7, 2017

Le Meridien New Orleans, New Orleans, LA

Bilingual Directors Meeting

May 16-20, 2017

The Garland Hotel, Los Angeles, CA

Public Relations Executives Meeting

July 7-9, 2017

Hyatt Regency Hotel, San Antonio, TX

Chief Information Officers Meeting (Joint Meeting with C&R Meeting)

July 11-14, 2017

Omni William Penn Hotel, Pittsburgh, PA

Curriculum & Research Directors' Meeting (Joint Meeting with CIO Meeting)

July 11-14, 2017

Omni William Penn Hotel, Pittsburgh, PA

Executive Committee Meeting

July 21 & 22, 2017

Hotel Monaco, Portland, OR

Annual Fall Conference

October 18-22, 2017 at the Hilton Hotel in Cleveland, OH

October 24-28, 2018 at the Baltimore Marriott Waterfront in Baltimore, MD

October 23-27, 2019 at the Omni Louisville Hotel in Louisville, KY

Chief Financial Officers Conference

November 14-17, 2017

EPIC Hotel, Miami, FL

**COUNCIL OF THE GREAT CITY SCHOOLS
2018 Conference Schedule**

Executive Committee Meeting

January 19 & 20, 2018

Hyatt Regency Grand Cypress, Orlando, FL

HRD/Personnel Directors & CIO Meeting

February 6-9, 2018

Gallery One Hotel, Ft. Lauderdale, FL

Legislative/Policy Conference

March 17-20, 2018

The Mayflower Hotel, Washington, DC

Chief Operating Officers Conference

April, 2018

TBD

Bilingual Directors Meeting

May, 2018

TBD

Curriculum & Research Directors' Joint Meeting

June, 2018

TBD

Public Relations Executives Meeting

July 12-14, 2018

Hyatt Regency Orange County, Garden Grove, CA

Executive Committee Meeting

July 20 & 21, 2018

Hilton Anchorage, Anchorage, AK

Annual Fall Conference

October 24-28, 2018 at the Baltimore Marriott Waterfront in Baltimore, MD

October 23-27, 2019 at the Omni Louisville Hotel in Louisville, KY

Chief Financial Officers Conference

November, 2018

TBD

WINTER 2018 EXECUTIVE COMMITTEE MEETING

COUNCIL OF THE GREAT CITY SCHOOLS

WINTER MEETING OF THE EXECUTIVE COMMITTEE

JANUARY 19 & 20, 2018

Hosted by
Barbara Jenkins, Superintendent
Orange County Public Schools

CONFERENCE HOTEL:

Hyatt Regency Grand Cypress

One Grand Cypress Boulevard

Orlando, FL 32836

Telephone (407) 239-1234

<https://grandcypress.regency.hyatt.com/en/hotel/home.html>

GROUP RATE: \$ 229/night for Single and Double Occupancy
Plus 12.5% occupancy tax and \$10/night mandatory resort fee

The Hotel charges a mandatory Resort Fee of \$10.00, per room, per day (Reduced from the Retail price of \$30.00, per room, per day). The Resort fee includes the following:

- Two (2) bottled waters (refreshed daily upon consumption)
- Unlimited access for local, 800 or 888 calls and in-state credit card calls
- Intra-property transportation
- Unlimited use of the Health Club
- 9-hole Pitch & Putt course
- Golf driving range access
- Unlimited court time at the Racquet Club for individual play
- Basketball
- Volleyball
- Rock climbing wall and all water sports including non-motorized boats (Hydro bikes, sail boats, paddle boats and canoes), as well as resort bicycles and quadricycles.
- Also included is scheduled, complimentary shuttle to Disney, SeaWorld, and Universal Studios/Islands of Adventure theme parks. Hours of transportation will change based on the seasonal park hours. Current bus schedules are available at Hotel Concierge desk.

Transportation

- Orlando Int'l Airport (MCO): 18 miles/25 minutes
- Tampa Airport (TPA): 77 miles

A magnificent, self-contained 1,500- acre paradise in the Lake Buena Vista area, Hyatt Regency Grand Cypress is ideally located adjacent to Walt Disney World.® With its own private lake, enhanced lagoon pool, golf, and miles of tropical nature trails for bicycling and jogging, this landmark resort allows guests to experience both the ultimate in luxury, as well as a convenient location in the very heart of Orlando's most popular theme parks, and dining and entertainment venues.

**SUMMER 2018 EXECUTIVE COMMITTEE
MEETING**

COUNCIL OF THE GREAT CITY SCHOOLS

SUMMER MEETING OF THE EXECUTIVE COMMITTEE

JULY 20 & 21, 2018

Hosted by
Elisa Snelling, Board Member
Anchorage Public Schools

CONFERENCE HOTEL:

Hilton Anchorage

500 West Third Avenue

Anchorage, AK 99501

Telephone (907) 272-7411

<http://www3.hilton.com/en/hotels/alaska/hilton-anchorage-ANCAHHF/index.html>

GROUP RATE: \$ 225/night for Single/Double plus 12% tax

Transportation

- Ted Stevens International Airport: 7 miles/10 minutes
- Taxi from/to airport: \$17 each way

The Hilton Anchorage hotel is located in the heart of downtown within walking distance of the Alaska Railroad Depot and Anchorage Convention District. Explore popular attractions including the Alaska Museum of History and Art and Fifth Avenue Mall all only 2 blocks from the hotel. Most rooms feature spectacular views of the Chugach Mountain Range, Cook Inlet or cityscape.

Guests of the Hilton Anchorage are sure to remember their Alaskan dining experience when dining within the Hotel. Executive Chef Keith Culhane offers a fantastic American/Alaskan menu to be enjoyed in either Hooper Bay Café, Bruin's Lounge, or within the comfort of guest roomd with their In Room Dining option. Starbucks® Coffee is proudly brewed at the Lobby Coffee Kiosk. The hotel has a fitness center and an indoor pool with a steam room. The business center is accessible 24-hours a day. In room high-speed internet access is complimentary to the CGCS group.

Few things to do in Anchorage include the Alaska Native Heritage Center, Anchorage Museum of History and Art, Earthquake Park, The Alaska Zoo, The Ulu Factory, the Tony Knowles Coastal Trail, Segway Tours of Anchorage, The Bear & Raven Adventure Theatre and Bear-Ly Enough Ice Cream.

**FALL CONFERENCE
2018**

COUNCIL OF THE GREAT CITY SCHOOLS'
62nd ANNUAL FALL CONFERENCE

BUILDING A GENERATION:

BLUEPRINTS

FOR SUCCESS IN URBAN EDUCATION

SEE YOU IN

OCTOBER 24–28, 2018

BALTIMORE



COUNCIL OF THE GREAT CITY SCHOOLS

62nd ANNUAL FALL CONFERENCE

**Hosted by the
BALTIMORE CITY PUBLIC SCHOOLS
Baltimore, MD**

OCTOBER 24 - 28, 2018

CONFERENCE HOTEL:

Baltimore Marriott Waterfront
700 Aliceanna Street
Baltimore, MD 21202
(410) 385-3000

GROUP RATE: \$239/night for Single and Double Occupancy
Plus 15.5% tax

Raise your expectations. Then expect to exceed them. Marriott Baltimore Waterfront Hotel is located in the renowned Harbor East neighborhood. Just 15 minutes from BWI Airport, 5 minutes from Penn Station, 5 minutes from Camden Yards Light Rail Station, and 10 minutes to Baltimore passenger cruise ship terminal. A short ride or leisurely walk to the Baltimore Convention Center, Orioles Park at Camden Yards, Raven's M&T Bank Stadium, National Aquarium Baltimore, Fells Point, Little Italy and the Inner Harbor restaurants and shops.



**FALL CONFERENCE
2019**

COUNCIL OF THE GREAT CITY SCHOOLS

63rd ANNUAL FALL CONFERENCE

**Hosted by the
JEFFERSON COUNTY PUBLIC SCHOOLS
Louisville, KY**

OCTOBER 20 - 28, 2019

CONFERENCE HOTEL:

Omni Louisville Hotel

400 South 2nd Street
Louisville, KY 40202

**GROUP RATE: \$214/night for Single and Double Occupancy
Plus 16.07% tax**

Set to open in early 2018, the Omni Louisville will be a catalyst to the city's growth and urban development. Considered the tallest hotel in Louisville and located at Liberty and 2nd Street, one block from the Kentucky International Convention Center, the hotel will be the cornerstone in the city's most exclusive entertainment, retail and office district, "Fourth Street Live!" The hotel will feature 612 finely appointed guestrooms and suites topped by 225 luxury apartments.

The hotel will offer approximately 70,000 square-feet of flexible meeting and event space. Meeting and convention attendees will have access to an additional 300,000 square-feet of meeting and exhibit space at the Kentucky International Convention Center

The 30-story luxurious property will reflect Louisville's warmth and hospitality, while embracing and celebrating the city's authentic quality and charm. The hotel will be the luxury brand's first property in Kentucky.



FALL CONFERENCE 2020

Criteria for Selection of Fall Conference Host Cities

1. Potential to draw increased number of attendees and their families.
2. City of interest for attendees to visit.
3. Wide array of cultural sites, restaurants, music, museums, theaters, sporting events, and other attractions for after-hours.
4. Conference hotel rooms prices under \$200 for attendees.
5. Conference hotel with at least 500 sleeping rooms.
6. Presence of nearby backup hotels.
7. Hotel ballroom space capable of holding 700 to 1,000 people banquet style with room for a 24'x12'x2' stage riser.
8. Hotel with sufficient number of small meeting rooms to accommodate about 15 to 20 breakout sessions simultaneously over two to three day period.
9. Host city willing to offer amenities to guests.
10. Host city willing to devote media attention to work of conference.
11. Collaboration by host city convention bureau, chamber of commerce, mayor, and other similar groups.
12. City with reasonable number of direct flights from other Great Cities on major carriers.
13. City willing and able to secure major cultural attractions for receptions and other similar events.
14. Host school system with staff capable of assisting in organization of large events.
15. Host school system willing and able to conduct necessary fundraising to offset local expenditures.
16. Locally available talent with national name recognition to events and speeches.
17. Host school system with schools and educational programs of national interest to conference attendees.
18. Host city with national news capacity or serves as media hub.
19. Host city is a member in good-standing of the Council.
20. Other criteria as necessary.

AWARDS PROGRAMS

GREEN GARNER AWARD

COUNCIL OF THE GREAT CITY SCHOOLS
2017 Green-Garner Award
Board Members Finalists

Betty Arnold
Wichita Public Schools

Sharon Bailey
Denver Public Schools

Carol J. Cook
Pinellas County Public Schools

Alan Duncan
Guilford County Schools

Kathleen Gordon
Orange County Public Schools

Michael D. O'Neill
Boston Public Schools

Peggy L. O'Shea
Pinellas County Schools

A. Diane Porter
B. Jefferson County Public Schools

Manuel Rodriguez Jr.
Houston Independent School District

Chuck Shaw
Palm Beach County Schools

Felton C. Williams
Long Beach Unified School District

QUEEN SMITH AWARD

Council of the Great City Schools

2017 Candidates for the Queen Smith Award for Commitment to Urban Education

Sponsored by:
McGraw-Hill Education

The program is open to professional educators working in the area of teaching from Council member districts

The candidates are:

Nominees

Molly Gus
Alicia Isaac
Laura Masloski
Christine Richard
Annetta Robertson
Pam Shlachtman
Christine Sims
Samantha Topps
Bonnie Whitmer

School District

Cleveland Metro. School District
Pinellas County Schools
Cleveland Metro. School District
Cleveland Metro. School District
Milwaukee Public Schools
Miami Dade County Schools
Cleveland Metro. School District
Des Moines Public Schools
Cleveland Metro. School District

DR. SHIRLEY S. SCHWARTZ URBAN IMPACT AWARD

**Council of the Great City Schools
Council of the Great City College of Education**

**2017 Candidates for the Dr. Shirley S. Schwartz
Urban Education Impact Award**

The award has been renamed to honor Dr. Shirley S. Schwartz, the Council's former Director of Special Projects and staff liaison with our colleges of education. The award honors an outstanding partnership between a university and an urban school district that has had a positive and significant impact on student learning.

The candidates are:

School District

Atlanta Public School District
Broward County Public Schools & School
District of Palm Beach County
Hillsborough County Public Schools
Milwaukee Public Schools

College of Education

Georgia State University
Florida Atlantic University
University of South Florida
University of Wisconsin – Milwaukee

The Dr. Shirley S. Schwartz Urban Education Impact Scholarship

Each year, the winning partnership (school district and college of education) will jointly select a student, who has graduated from the school district and either will attend or is presently attending the partner college of education, and will award that student a two-year scholarship. Funds for the scholarship are derived from donations.

STRATEGIC PLANNING

DRAFT #1--Strategic Planning 2018-2023—DRAFT #1
by the
Council of the Great City Schools

Introduction

The Council of the Great City Schools plays a critical role ensuring that the needs of the nation’s urban public-school children are met. For some 25 years, the organization has been guided by three overarching goals:

- To educate all urban school students to the highest academic standards
- To lead, govern, and manage our urban public schools in ways that advance the education of our students and inspire the public’s confidence
- To build a confident, committed, and supportive urban community for raising the achievement of urban public-school children.

These three goals are derived from a vision of urban public education that states that—“We—the leaders of America’s Great City Schools—see a future where the nation cares for all students, expects their best, appreciates their diversity, invests in their futures, and welcomes their participation in the American dream.”

This vision and the goals emanating from it have steered the organization for the last quarter century. During that period, the Council of the Great City Schools has launched a series of initiatives to help its unique membership make progress on the group’s joint vision and goals.

To help educate all urban school students to the highest standards, over the last 25 years, the Council has—

- Helped launch and implement the Common Core Standards in the nation’s major urban school systems
- Initiated the Trial Urban District Assessment of NAEP to gauge urban school progress on the highest standards
- Conducted scores of Strategic Support Team reviews to its member urban school systems to help them improve student achievement
- Convened hundreds of meetings and conferences to share best practices in improving student achievement
- Conducted ground-breaking research on why and how some urban school districts improve faster than others
- Developed scores of instructional tools and resources to help urban school districts improve academic performance

- Drafted and launched a Pledge for Males of Color with the President of the United States to improve the education of African American and Hispanic males in our urban public schools

To lead, govern, and manage our urban public schools in ways that advance the education of our students and inspire the public’s confidence, over the last 25 years the Council has—

- Launched new models for strengthening school board governance in our urban public schools and provided professional development and technical assistance to big city boards of education
- Initiated and implemented the nation’s first Urban School Performance Management System with hundreds of key performance indicators to gauge non-instructional effectiveness and efficiency
- Conducted hundreds of Strategic Support Team reviews to member urban school systems to help them improve operational effectiveness in budget and finance, human resources, facilities, information technology, food services, transportation, procurement, safety and security, and other non-instructional areas
- Convened hundreds of meetings of urban school chief financial officers, chief operating officers, human resource directors, directors of information technology, and others to share best practices in managing and operating big city school districts
- Targeted federal financial aid onto the nation’s major urban school districts and protected it when it was under attack
- Secured hundreds of amendments to federal legislation to help improve operational support for urban school systems

To build a confident, committed, and supportive urban community for raising the achievement of urban public-school children, over the last 25 years the Council has—

- Produced and launched numerous Public Service Announcements seen by hundreds of millions of times about the progress of urban public schools
- Convened scores of meetings of big city communications directors to share promising practices
- Created numerous communications tools (*Urban Educator*, website, Facebook, and Twitter) to inform the public on an ongoing basis about the progress of urban public schools
- Built ongoing professional relationships with national and big city media through outreach, press conferences, and interviews to provide information about the commitment and progress of urban public schools

- Conducted numerous surveys of membership communications practices and prepared reports, tools, and technical assistance to help districts improve

Efforts to meet each of the Council’s main goals over the decades were built around commitments to—

1. *Improvement* in the instructional and non-instructional services provided by the membership and the organization. In many ways, this commitment has set the organization apart from other national education associations who simply represent and defend their memberships. Over the years, the Council has pursued those traditional roles, but also sought to improve public education in the nation’s urban areas using the expertise of member districts in unique and collaborative ways.
2. *Accountability* for results. More so than any national organization the Council has sought ways to demonstrate accountability for results. One can see this in its annual reports, its annual district-specific services and return on investment reports, its policy positions on legislation like No Child Left Behind, its hard-hitting Strategic Support Teams, its research reports, and the like.
3. *Equity* of opportunity. The Council has also been a strong and outspoken voice for equity, opportunity, and social justice over the years. It has repeatedly spoken out on the issues of the day when others did not, and it has imbedded these values of equity into ongoing policy discussions, legislative positions, conference agendas and speakers, initiatives, reports and resources, and other activities.
4. *High Expectations* for the quality of its work and the capability of our students. The Council strives in all its efforts to reflect the highest standards of expertise and performance in both students and adults. This commitment also sets the organization aside from others and is seen in all the group’s personnel, products, reports, research, conferences, recommendations, and communications.
5. *Integrity*. The organization has also been uncompromising in its veracity, consistency, and truthfulness in the pursuit of its mission—even when it was sometimes critical of its own membership. These qualities have helped build the reputation of the organization for forthrightness with the public, the media, and government.

The strategy of the Council over the years has involved incentivizing, prodding, and studying the progress of urban school systems and their students to see what worked, who was making progress and how they were doing it, recognizing and publicizing it, differentiating it from practices that were not producing results, and then building the results into the organization’s technical assistance, tools, research, and positions.

Consequently, the Council’s efforts over the years have been built around evidence-based continuous improvement, and an organizational culture that is defined around a shared determination by the membership to help each other improve.

The results of these joint efforts by the organization and its membership have been steadily improving academic performance, heightened operational effectiveness and efficiency, and signs of improved public understanding of the progress that urban school systems have made.

The Challenges Ahead

The nation's urban public schools face an extraordinarily difficult landscape over the next five years. Despite improvements, the nation's urban school systems and the Council will encounter ever greater pressure to advance further. These expectations will involve every aspect of our operations, but might best be characterized as falling into the following categories—

- *Pressure for Better Academic Performance.* We do not envision that the pressure on urban schools to improve overall academic achievement to lessen over the next several years. This pressure will come from many sources and will have multiple agendas, but ultimately the health and welfare of the nation depends on our ability to raise student achievement. The challenge to urban school systems will be to improve our outcomes as student needs remain high.
- *Dominance of State Policy and Governance.* State authority in educational policy making has waxed and waned over the decades, but it is now resurgent and is expected to stay preeminent for the foreseeable future. This preeminence was codified in the latest authorization of the *Every Student Succeeds Act*, which essentially pulled the federal government back from any leading role in educational decision making. The challenge to urban schools will be to maneuver around or create common ground with a governing entity that is sometimes hostile to urban interests.
- *Rising Partisanship.* The political landscape both in Washington and in state capitols has become debilitatingly partisan and antagonistic to public entities of every type. This partisanship is fed, in part, by rising distrust of public institutions and government *writ large*. There is little sign that this trend is on the wane unless a backlash emerges from the overreach and boorish behavior of the current Administration. The challenge for urban schools will involve remaining as bipartisan as possible and maintaining good relations with supporters in both political parties.
- *Appeal of Choice and Charters.* Choice and charter schools have been backed by a bipartisan base of proponents for some 25 years and there is little evidence that the support will end anytime soon. However, there are emerging fissures in the charter and private-school choice communities over issues like accountability, funding, and eligibility, and these fissures may slow some of their growth. There are also an increasing number of studies that are throwing cold water on the perceived efficacy of these options. Still, the advocacy (and funding) for these strategies remain strong and is not likely to go away in the next five years.
- *High Student Needs and Scarce Funding.* The needs of urban school students are expected to remain high over the next several years. There is no reason to think that poverty, language needs, disability status, and other challenges that students bring to school will fade over the next several years. In fact, even with a pull-back in immigration, there are likely to be

substantial numbers of English learners, poor students, and students with disabilities in urban schools. This dynamic may only be further exacerbated by the rising gentrification and increasing polarization of urban populations in the nation's major cities.

- *Fractured Educational Community.* Over the years, educational organizations and associations nationwide have become more numerous and splintered in their expertise, commonality of purpose, and services. In addition, Washington-based associations other than the Council of the Great City Schools and the Council of Chief State School Officers have become weaker and less effective than in years past. The two major teacher unions remain strong but only on one side of the partisan aisle. Only on federal education budget issues are the groups likely to coalesce around a common set of goals. And the proliferation of consulting organizations and think tanks devoted to education has weakened the consensus around what is needed to improve public education, and has fragmented the energy and talent required to advocate and pursue these strategies.
- *Increasing Racial Divisions.* Underneath many of the challenges already articulated is an emerging division in the American population defined by race, income, native language, class, region, and sense of victimization. These divisions are being fanned and encouraged in ways that are more open now than at any time in recent memory, and they show little sign of ebbing. The support for public education, however, requires a sense of shared responsibility for the nation's future. This sense of common purpose appears to be fracturing, and the lack of unity will challenge public education and the nation in ways that are hard to predict.

Strategy

Over the next several years, the Council pledges itself to serving as a counter-weight against many of the negative forces that have recently emerged, and to building on the legacy of continuous improvement it has constructed over the years.

The Council proposes to remain faithful to its three main goals between 2018 and 2023, but adjust its tactical efforts to ensure that its foreseeable challenges can be met. During that period, the Council will place somewhat differing emphases on how it is attempting to meet its goals.

Goal 1. To educate all urban school students to the highest academic standards.

The Council of the Great City Schools will retain this primary goal, but will fine-tune our strategies for meeting it by placing more emphasis on member districts that appear to be furthest away from attaining the goal. This will be done to help boost the overarching performance of urban schools generally, but to also offset the burgeoning charter school movement and blunt the tendency of choice advocates to equate our lowest performing schools and students with all urban public education. The Council proposes a three-pronged academic improvement strategy that underscores work that the organization has pursued over the last several years but that is more carefully defined. The three prongs would include emphases on continuing districtwide academic improvements; a new emphasis on turning around our chronically low-performing schools; and greater weight on student groups that have been historically under-served, i.e., males of color, English learners, students with disabilities, and poor students. The work over the next several years would entail—

- Leading and supporting the continuing implementation of challenging college- and career-readiness standards
- Directing concentrated technical assistance, professional development, and support to our lowest-performing urban school systems
- Conducting continuing research on why and how some urban school systems improve faster than others, and imbedding emerging findings into the Council’s technical assistance, resources, conferences, and professional development
- Creating, supporting, and improving networks of schools in our cities that have been identified as among the lowest performing in their respective states
- Identifying, developing, and emphasizing effective initiatives for improving the academic attainment of males of color, English learners, poor students, and students with disabilities
- Building the pipeline of students who can successfully handle a rigorous ninth grade academic program and complete a core course of high school instruction
- Tracking our performance through the Trial Urban District Assessment and the new Academic Key Performance Indicators to gauge progress and identify where additional emphasis is needed
- Encouraging social services and wrap-around supports for urban students—but not as a substitute for emphasizing higher standards of instruction
- Creating more and better tools to help members improve academic achievement, and pressuring commercial organizations to enhance the quality of their products
- Building relationships with state entities around a common understanding and commitment to pursuing what works in improving low-performing schools
- Protecting federal financial and regulatory support and flexibility for urban school systems

Goal 2. To lead, govern, and manage our urban public schools in ways that advance the education of our students and enhance the effectiveness and efficiency of our institutions.

The Council suggests modifying our second goal slightly to put a cleaner emphasis on the organizational health of our members and placing the language currently found in our second goal dealing with public confidence into the third goal dealing with communications and community-building. This new streamlined second goal would emphasize the Council’s work in improving the leadership, governance, management, and operations of our districts. The Council also proposes putting greater tactical emphasis on the leadership and governance of our school boards, the tenure of our superintendents, and the operational performance of our districts. The work over the next five years would entail—

- Expanding the organization’s work over the last several years to strengthen the governing capacity of our school boards. This would involve more professional development and technical assistance to sitting school boards, and cross-district support of boards, school board presidents, and new school board members around both effective governance and their roles in improving student achievement
- Delivering technical assistance and ongoing mentoring and support for member superintendents through a cadre of successful former superintendents
- Convening regular meetings of member superintendents to enhance their collaboration, mutual support, and ability to act collectively
- Increasing use of the Council’s performance management system and non-instructional key performance indicators to improve organizational effectiveness and efficiency
- Providing additional Strategic Support Teams and technical assistance to member school systems

Goal 3. To bolster the public’s confidence in urban public education, and build a committed and supportive community for raising our children and enhancing their futures.

This goal would be slightly modified from the Council’s previous third goal and would have two parts. One part would emphasize the public’s perceptions of, support for, and confidence in public education in our nation’s cities. The second part would stress our schools’ role in strengthening our communities. This goal would underscore an enhanced communications function of the Council and would work to strengthen the public’s willingness to support our institutions when they run into political or partisan trouble. The work over the next several years would entail—

- Enhancing the Council’s outreach efforts to the public, placing a more explicit emphasis on the successes and progress of urban public schools
- Conducting additional polling on the public’s perceptions of urban public schools and where targeted messaging might prove effective
- Increasing the Council’s social media presence to reach a wider audience about the progress of urban public education
- Developing strategies and models for member districts on how to more effectively engage parents and community stakeholders
- Providing more comprehensive information to national and local community-based groups on the social services that our schools deliver to parents and the community
- Standing for stronger equity in our schools

The Executive Committee of the Council of the Great City Schools is expected to discuss its strategy moving forward at its January meeting in Orlando. This document is meant to serve as a starting point for those discussions. Council staff will begin fleshing out this preliminary draft between the committee's October and January meetings, so the discussions in January will be as productive as possible.