



ANNUAL REPORT 2016–2017

LOOKING TOWARD THE FUTURE: FOR CASB AND FOR SCHOOL FINANCE IN COLORADO

When CASB moved into its home at 1200 Grant Street 25 years ago, 3.5 million people made Colorado their home, and 585,000 students were enrolled in our schools. Today, Colorado has a population of 5.6 million, and we educate 950,000 students. The November election this year also marks the 25th anniversary of the Taxpayer’s Bill of Rights (TABOR), which was approved by the voters in 1992.

*“Yesterday’s gone on down the river
and you can’t get it back.”*

– Gus McCrae in *Lonesome Dove*, by Larry McMurtry

Numbers and anniversaries do not begin to explain how different Colorado is today than it was 25 years ago. But they are enough to tell us that Colorado in 1992 was a much different state. TABOR’s anniversary and the explosive growth of Colorado’s population also make it clear the solutions and institutions from 25 years ago will not be sufficient to secure Colorado’s future.

It was with an eye to the future that CASB left its longtime home on Grant Street for a new home at 2253 S. Oneida Street in southeast Denver. CASB’s new home is more spacious and has in place the technology and facilities for better communication and engagement with CASB members everywhere in the state. In addition, the Colorado Association of School Executives will become tenants with us in our new home. Having CASE as a close neighbor will help both organizations better serve our respective memberships and better meet the challenges of the future.

But the move also came about because of some old-fashioned belt-tightening. CASB, like its members, has experienced eight years of significantly reduced budgets. Moreover, the building on Grant Street, despite its handsome appearance, was overdue for some expensive maintenance work and was old beyond its years in technology and adaptability to our current needs. Moving out of the high-rent

district of downtown Denver enables us to tighten our belts and to both maintain current member services and expand support resources for school boards.

CASB members know that the state budget and school finance are perennial topics of discussion, but this year there is a different feeling. Legislators from both parties discussed

proposals to change the TABOR revenue limit and to ask voters to reinstate a uniform statewide mill levy. After intense and lengthy negotiations, a bipartisan bill to address the limitations of the state revenue limit was passed by both houses.

CASB has been ahead of the curve on this topic. Recognizing the increasing pressure on Colorado’s budget because of conflicting constitutional amendments and the need to educate the state’s voters on the basics of the budget, CASB in 2016 launched Mission: Possible (MissionPossibleCO.com), an online simulation tool that allows users to make decisions on the state’s General Fund budget.

CASB entered into a partnership with Great Education Colorado to build this budget tool. CASB has a membership of nearly 1,000 school board members who are important and respected members of their communities, and Great Ed has about 20,000 parents, teachers, school officials and community and business leaders who care about the ability of our state’s public education system to meet the needs of students and family members.

CASB has long advocated that the Gallagher Amendment, TABOR and Amendment 23 – Colorado’s constitutional tax code – taken together are not sustainable into the future. Multiple groups, including the legislature’s

Joint Budget Committee, project that within the next few years, the state of Colorado will no longer be able to fund all of its obligations, including public schools.

Only Colorado’s voters have the power to fix the constitution. We created Mission: Possible to help voters understand our predicament and potential changes that could make Colorado’s fiscal condition more stable.

CASB is, like its members, in the business of education. We look forward to when this year-end report again reflects mostly on education policy. However, repair of Colorado’s fiscal system has become urgent and necessary to preserve many existing school districts.

2015–16 AUDITED FUND BALANCE

July 1, 2015 Balance	\$(313,567)
Revenues	\$2,358,992
Expenses	\$2,617,805
June 30, 2016 Balance	\$(572,380)

INCOME

MEMBERSHIP DUES	\$1,324,861
CONFERENCE & CONVENTION	\$599,835
POLICY	\$210,166
MEMBER PROJECTS	\$104,604
AFFILIATE/BOCES DUES	\$77,768
OTHER INCOME	\$41,754
TOTAL	\$2,358,992

EXPENSES

OPERATING – GENERAL	\$802,407
CONFERENCE & CONVENTION	\$573,297
POLICY	\$405,700
MEMBER PROJECTS	\$254,614
COMMUNICATIONS	\$134,041
MEMBER RELATIONS	\$157,644
LEGAL	\$154,288
ADVOCACY	\$135,814
TOTAL	\$2,617,805

CASB Membership Benefits & Services In addition to daily phone and email support, CASB offers a diverse range of benefits and services that are included in membership dues, as well as additional fee-based customized services. The following list represents rural districts, based on Colorado Department of Education and Rural Education Council definitions, and their CASB connections.

RURAL DISTRICTS

Note: This list does not include districts that used CASB's Legal Services Program for general counsel services.

	Membership benefits & services included with CASB dues								Fee-based services & special projects							
	Policy leadership & support	Legal consultation & updates	Advocacy & lobbying	Communications updates & support	Peer learning & networking	Board governance support	Engagement/partnership, education stakeholders *	Days at the Capitol	Policy services	Annual Convention	Delegate Assembly Conference	Winter Conference	Equity Conference	Fall Regional Meetings	Superintendent Search	Board effectiveness workshops & retreats
Alamosa Re-11J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Archuleta #50 JT	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Aspen School District	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Bayfield 10 Jt-R	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Bennett 29J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Brush RE 2(J)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Byers 32-J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Canon City Schools	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Delta County 50J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Durango 9-R	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
East Grand School District	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Eaton RE-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Elizabeth C-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Estes Park R-3	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Fremont RE-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Garfield County No. 16	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Garfield Re-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Gunnison Watershed RE1J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
La Junta Public Schools	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Lamar RE-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Las Animas No. Re-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Moffat County RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Monte Vista School District	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Montezuma-Cortez RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Montrose County RE-1J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Morgan County Re-3	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Platte Valley RE-7	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
RE-1 Valley	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Roaring Fork RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Salida R-32-J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Steamboat Springs RE-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Summit RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Trinidad #1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Weld County RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Weld County RE-3J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Weld RE-4	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Weld RE-5J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Weld Re-8	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Woodland Park Re-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

* CASB cultivates engagement and partnerships with dozens of education and non-education groups to ensure a united and effective voice and presence on behalf of its members. These include: CDE, CASE, CBA, CEA, Colo. Rural Schools Alliance, Colo. Municipal League, Special District Assoc. of Colo., Colo. Counties Inc., Rural Ed Council, Colo. State Land Board, CHSAA, National School Boards Assoc., Great Education Colorado, Colo. School Finance Project, Building a Better Colorado, Colorado Fiscal Institute, Colo. Secretary of State, The Colo. Education Initiative, Building Excellent Schools Today, Colo. Council of School Board Attorneys, National Council of School Attorneys, Colo. School Public Relations Assn., State Advisory Council for Parent Involvement in Education, Colo. School Safety Resource Center, Colo. Dept. of Higher Ed, Amer. Assoc. of State Policy Services, National Conference of State Legislatures, Stand for Children, Colo. Children's Campaign, Colo. Dept. of Public Health & Environment, Education Commission of the States, Public Education & Business Coalition, area superintendent councils and university education departments.

CASB Membership Benefits & Services In addition to daily phone and email support, CASB offers a diverse range of benefits and services that are included in membership dues, as well as additional fee-based customized services. The following list represents small rural districts, based on Colorado Department of Education and Rural Education Council definitions, and their CASB connections.

SMALL RURAL DISTRICTS

Note: This list does not include districts that used CASB's Legal Services Program for general counsel services.

	Membership benefits & services included with CASB dues								Fee-based services & special projects							
	Policy leadership & support	Legal consultation & updates	Advocacy & lobbying	Communications updates & support	Peer learning & networking	Board governance support	Engagement/partnership, education stakeholders *	Days at the Capitol	Policy services	Annual Convention	Delegate Assembly Conference	Winter Conference	Equity Conference	Fall Regional Meetings	Superintendent Search	Board effectiveness workshops & retreats
Agate 300	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Aguilar Re-6	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Akron R-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Arickaree R-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Arriba-Flagler Consolidated 20	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Bethune School District	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Big Sandy 100J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Briggsdale RE 10-J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Buena Vista R-31	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Burlington RE-6J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Calhan RJ1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Campo RE-6	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Centennial R-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Center Consolidated 26JT	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Cheraw #31	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Cheyenne County Re-5	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Clear Creek RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Cotopaxi RE-3	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Creede School District	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Cripple Creek-Victor RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Crowley County RE-1J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Custer County C-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
DeBeque 49-JT	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Deer Trail 26J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Del Norte C-7	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Dolores County RE-2(J)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Dolores RE-4A	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Edison 54JT	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Elbert #200	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Ellicott 22	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Fleming School	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Fowler R4J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Genoa-Hugo C-113	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Gilpin County RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Granada RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Hanover No. 28	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Haxtun RE-2J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Hayden School District	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Hi-Plains R-23	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Hinsdale County RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Holly RE-3	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Holyoke Re-1J	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Huerfano Re-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Idalia RJ-3	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Ignacio 11-JT	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Julesburg RE-1	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Karval RE-23	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Kim R-88	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Kiowa C-2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

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Membership benefits & services included with CASB dues

Fee-based services & special projects

SMALL RURAL DISTRICTS

Note: This list does not include districts that used CASB's Legal Services Program for general counsel services.

	Policy leadership & support	Legal consultation & updates	Advocacy & lobbying	Communications updates & support	Peer learning & networking	Board governance support	Engagement/partnership, education stakeholders *	Days at the Capitol	Policy services	Annual Convention	Delegate Assembly Conference	Winter Conference	Equity Conference	Fall Regional Meetings	Superintendent Search	Board effectiveness workshops & retreats	BEST Health Plan
Kiowa County RE-1	•	•	•	•	•	•	•										
Kit Carson R-1	•	•	•	•	•	•	•			•						•	
La Veta RE-2	•	•	•	•	•	•	•			•							•
Lake County R-1	•	•	•	•	•	•	•		•	•				•			
Liberty J-4	•	•	•	•	•	•	•			•	•			•		•	
Limon Public Schools	•	•	•	•	•	•	•	•	•	•	•	•		•		•	
Lone Star #101	•	•	•	•	•	•	•		•	•				•		•	
Mancos Re-6	•	•	•	•	•	•	•		•	•	•		•			•	
Manzanola 3J	•	•	•	•	•	•	•		•	•						•	
McClave RE-2	•	•	•	•	•	•	•		•	•		•		•			
Meeker RE-1	•	•	•	•	•	•	•		•	•				•		•	
Merino RE-4J	•	•	•	•	•	•	•		•	•				•			•
Miami Yoder JT-60	•	•	•	•	•	•	•		•	•		•					
Moffat Consolidated #2	•	•	•	•	•	•	•		•	•	•			•		•	•
Mountain Valley RE-1	•	•	•	•	•	•	•		•	•				•		•	
North Conejos RE1-J	•	•	•	•	•	•	•		•	•						•	
North Park R-1	•	•	•	•	•	•	•		•	•	•			•		•	
Norwood Public Schools	•	•	•	•	•	•	•		•	•	•					•	
Otis R-3	•	•	•	•	•	•	•		•	•				•		•	•
Ouray R-1	•	•	•	•	•	•	•	•	•	•	•			•			
Park County RE-2	•	•	•	•	•	•	•	•	•	•					•		
Peetz Plateau RE-5	•	•	•	•	•	•	•		•	•				•		•	•
Peyton 23-Jt	•	•	•	•	•	•	•		•	•							
Plainview RE-2	•	•	•	•	•	•	•	•	•	•						•	
Plateau Valley 50	•	•	•	•	•	•	•		•	•				•	•		
Platte Canyon #1	•	•	•	•	•	•	•		•	•	•			•			
Prairie RE-11J	•	•	•	•	•	•	•		•	•							
Primero RE-2	•	•	•	•	•	•	•		•	•				•			
Pritchett RE-3	•	•	•	•	•	•	•		•	•							
Rangely RE-4	•	•	•	•	•	•	•		•	•							
Revere School District	•	•	•	•	•	•	•		•	•				•			
Ridgway R-2	•	•	•	•	•	•	•		•	•	•			•			
Rocky Ford R2	•	•	•	•	•	•	•		•	•	•			•			
Sanford School District	•	•	•	•	•	•	•		•	•				•			
Sangre de Cristo RE-22J	•	•	•	•	•	•	•		•	•							•
Sargent RE-33J	•	•	•	•	•	•	•		•	•	•			•	•	•	•
Sierra Grande R-30	•	•	•	•	•	•	•		•	•							
Silverton Public Schools	•	•	•	•	•	•	•		•	•				•			
South Conejos RE-10	•	•	•	•	•	•	•		•	•	•	•		•		•	•
South Routt RE-3	•	•	•	•	•	•	•		•	•	•			•			
Springfield RE-4	•	•	•	•	•	•	•		•	•							
Strasburg 31J	•	•	•	•	•	•	•		•	•						•	
Stratton R-4	•	•	•	•	•	•	•		•	•						•	
Swink #33	•	•	•	•	•	•	•		•	•	•			•			
Telluride R-1	•	•	•	•	•	•	•		•	•	•	•		•			
Vilas RE-5	•	•	•	•	•	•	•		•	•	•	•		•			
Walsh RE-1	•	•	•	•	•	•	•		•	•						•	
Weld RE-9	•	•	•	•	•	•	•		•	•							•
Weldon Valley RE-20J	•	•	•	•	•	•	•		•	•				•		•	
West End RE-2	•	•	•	•	•	•	•		•	•				•		•	
West Grand 1-JT	•	•	•	•	•	•	•		•	•	•					•	
Wiggins RE-50J	•	•	•	•	•	•	•		•	•							
Wiley Re-13-Jt	•	•	•	•	•	•	•		•	•						•	
Woodlin R-104	•	•	•	•	•	•	•		•	•	•			•		•	
Wray RD-2	•	•	•	•	•	•	•		•	•						•	
Yuma 1	•	•	•	•	•	•	•		•	•				•		•	

CASB Membership Benefits & Services In addition to daily phone and email support, CASB offers a diverse range of benefits and services that are included in membership dues, as well as additional fee-based customized services. The following list represents urban/suburban districts, based on Colorado Department of Education and Rural Education Council definitions, and their CASB connections.

URBAN/SUBURBAN DISTRICTS	Membership benefits & services included with CASB dues							Fee-based services & special projects									
	Policy leadership & support	Legal consultation & updates	Advocacy & lobbying	Communications updates & support	Peer learning & networking	Board governance support	Engagement/partnership, education stakeholders *	Days at the Capitol	Policy services	Annual Convention	Delegate Assembly Conference	Winter Conference	Equity Conference	Fall Regional Meetings	Superintendent Search	Board effectiveness workshops & retreats	BEST Health Plan
Academy District 20	•	•	•	•	•	•	•	•	•	•	•	•	•	•			
Adams 12 Five Star Schools	•	•	•	•	•	•	•		•	•	•	•	•	•			
Adams 14	•	•	•	•	•	•	•		•	•				•	•		
Aurora Public Schools	•	•	•	•	•	•	•	•	•	•	•	•	•				
Boulder Valley School District	•	•	•	•	•	•	•		•	•		•	•				
Cherry Creek Schools	•	•	•	•	•	•	•	•	•	•	•	•	•			•	
Cheyenne Mountain 12	•	•	•	•	•	•	•	•	•	•	•	•	•				
Colorado School for the Deaf and the Blind	•	•	•	•	•	•	•		•	•							
Colorado Springs D-11	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	
Denver Public Schools	•	•	•	•	•	•	•		•	•		•					
Eagle County Schools	•	•	•	•	•	•	•		•	•	•	•	•				
Englewood Schools	•	•	•	•	•	•	•		•	•			•				
Falcon 49	•	•	•	•	•	•	•		•	•					•		
Fountain-Fort Carson 8	•	•	•	•	•	•	•		•	•		•					
Harrison 2	•	•	•	•	•	•	•		•	•	•		•				
Jefferson County Public Schools	•	•	•	•	•	•	•	•	•	•	•	•	•				
Lewis-Palmer #38	•	•	•	•	•	•	•		•	•	•		•				
Littleton Public Schools	•	•	•	•	•	•	•	•	•	•	•	•	•		•		
Manitou Springs 14	•	•	•	•	•	•	•		•	•			•				
Mapleton Public Schools	•	•	•	•	•	•	•		•	•		•	•				
Mesa County Valley 51	•	•	•	•	•	•	•		•	•	•	•	•				
Poudre R-1	•	•	•	•	•	•	•	•	•	•	•	•	•				
Pueblo 70	•	•	•	•	•	•	•		•	•			•				
Pueblo City Schools	•	•	•	•	•	•	•		•	•	•		•	•			
School District 27J	•	•	•	•	•	•	•		•	•			•				
Sheridan School District	•	•	•	•	•	•	•		•	•	•	•					
St. Vrain Valley RE-1J	•	•	•	•	•	•	•	•	•	•	•		•		•		
Thompson R2-J	•	•	•	•	•	•	•		•	•	•		•				
Weld County 6	•	•	•	•	•	•	•		•	•	•	•	•				
Westminster Public Schools	•	•	•	•	•	•	•		•	•			•				
Widefield 3	•	•	•	•	•	•	•		•	•	•	•	•		•		

* CASB cultivates engagement and partnerships with dozens of education and non-education groups to ensure a united and effective voice and presence on behalf of its members. These include: CDE, CASE, CBA, CEA, Colo. Rural Schools Alliance, Colo. Municipal League, Special District Assoc. of Colo., Colo. Counties Inc., Rural Ed Council, Colo. State Land Board, CHSAA, National School Boards Assoc., Great Education Colorado, Colo. School Finance Project, Building a Better Colorado, Colorado Fiscal Institute, Colo. Secretary of State, The Colo. Education Initiative, Building Excellent Schools Today, Colo. Council of School Board Attorneys, National Council of School Attorneys, Colo. School Public Relations Assn., State Advisory Council for Parent Involvement in Education, Colo. School Safety Resource Center, Colo. Dept. of Higher Ed, Amer. Assoc. of State Policy Services, National Conference of State Legislatures, Stand for Children, Colo. Children's Campaign, Colo. Dept. of Public Health & Environment, Education Commission of the States, Public Education & Business Coalition, area superintendent councils and university education departments.