



Annual Report  
NISWONGER FOUNDATION  
2020



Learn-Earn-Return™

A Year of

# RESILIENCE



# A MESSAGE FROM THE CHAIRMAN AND FOUNDER

## *Keys to Being Resilient*

It is Sir Winston Churchill who is credited with saying “Never let a good crisis go to waste.” I expect that for most of us, the events that have made us more resilient happened when life did not go as planned. Certainly, that is true for the Niswonger Foundation as we lived through the four seasons of 2020. With the blink of an eye, our team had countless opportunities to see how a crisis builds resilience.

Now that I have had the opportunity to observe their responses to the events of 2020, I accept the wise counsel of Churchill’s challenging words. Here are some observations I will not waste:

When you are in a crisis, **maximize your assets**. This could not have been more apparent than through the Niswonger Online program. At the time we were building our online course offerings, we were only thinking of the importance of an enriched curriculum for our rural students. Overnight, the need for online courses moved from being an enhancement to being essential. Our staff immediately worked to secure grant funding that has allowed us to double the size of our online course offerings, while providing courses free of charge to students whose schedules were affected by the pandemic.

Quick answers are called for when things happen unexpectedly. **Be prepared to make hard choices**. Both federal grants we were running in 2020 are designed for face-to-face and in-school activities. Overnight, these methods became unavailable. At a moment’s notice, our dedicated staff transformed these services to online formats and the great work continued. As an example, over 40 professional developments programs were conducted for teachers during summer 2020. All these programs were designed specifically to meet the needs of teachers who unexpectedly found themselves in virtual classroom environments.

One of the most difficult challenges of 2020 came as we were all reminded that, when in a crisis, it is essential to **stay connected**. I witnessed our College and Career Advising team quickly pivoting to a new text messaging platform to ensure that we could continue to support high school students in their transition to post-secondary education. Face-to-face meetings were replaced by virtual advising sessions. We also saw the merit in the design of our program using “near peer” advisors (recent college graduates with similar backgrounds and experiences to the high school students being served). Being savvy in the use of technology to stay connected, they maximized the use of social media. Through creative messaging, they helped the students in our service region and across the state.

Crisis brings remarkable opportunities to use our hands in service to others. We are called upon to **help those in need**. It is not surprising that I observed this happening with all our Niswonger Foundation team. But, significant among those was the heart and passion of our Niswonger Scholars. In a typical semester, we can expect that our Scholars, as a group, will commit hundreds of hours in community service. Even as the traditional means of volunteering were shut down due to the pandemic, we watched as the Scholars rallied to find seemingly endless ways to help in their communities. As an example, “Project Let’s Chat” was envisioned by one of our outstanding Alumni. Current Scholars were enlisted to build an impressive program to support nursing home residents, a group so incredibly challenged during this time.

Perhaps the toughest challenge in a crisis is remembering the importance of continuing to **focus on the future**. Again, this goal was evident across our programs, but none more so than with our CareerConnect workforce readiness program and with the NiswongerCARE college and career advising program. It was “all systems go” with a focus on helping students see the importance of taking next steps to ensure a bright and successful future. And, there has been no better time than during the pandemic to write grants. Our team brought home a federal grant to support STEM education and a private foundation grant to support literacy development. We enter 2021 with well over \$20 million dollars in federal, state and private grants that will support our work over the next five years.

Most importantly, I was reminded that **life is precious and brief**. This year, we lost two of our most dedicated Niswonger Foundation team members, without the opportunity to thank them for their service or to say good-bye. This Annual Report has been dedicated in loving memory of these two extraordinary individuals who dedicated their careers to the field of education. Others of our staff lost family and friends to the COVID-19 virus. As we honor their memory, we are reminded that resiliency demands we value the time we have and we make the most of every opportunity to love and serve others.

Every pilot knows that even with the best laid flight plans, the journey can change. What I have witnessed in the past year affirms the African proverb: “If you want to go fast, go alone. If you want to go far, go together.”

*This 2020 Annual Report honors the resiliency of the Niswonger Foundation Family.*

### The Keys to Resiliency

*Maximize Your Assets • Be Prepared to Make Hard Choices  
Stay Connected • Help Those in Need • Focus on the Future • Remember Life is Precious and Brief*



*Scott M. Niswonger*

# NISWONGER PARTNERSHIPS

Nineteen years ago, the Niswonger Foundation was established with the belief that all children should be supported in preparing for a productive future. From this initial desire has grown a strong consortium of school district partners and programs, which has provided the opportunity for schools in Northeast Tennessee to help students achieve their greatest dreams. Designed for the specific challenges of rural education, these projects are established to be:

- *rigorous, relevant and cost effective;*
- *informed by innovation and best practices;*
- *research-based;*
- *sustainable; and*
- *always in partnership.*

A Year of Resilience, 2020, brought unique challenges to our mission to “create opportunities for individual and community growth through education and other sustainable projects.” Even as Niswonger Foundation staff members were transitioning to the safety of working from their homes during the pandemic, their creative energy and intense desire to stay focused on the “work at hand” became readily apparent. This Annual Report recognizes their dedication and highlights a few of the “pivots and turns” that kept our work vibrant and responsive to the needs of our region’s educators, students and partners.

## *Niswonger Online*

- The Niswonger Online team responded to the challenges of students who were experiencing drastic changes in support systems and difficulty with broadband access. This included access to courses with mobile devices, the additions of a parent help section of the website, a “Tips for Success” webinar for students and parents, a regular newsletter and an enhanced social media presence.
- The Niswonger Foundation received a TN Community CARES Grant to support enhancements. These funds provided free access to online courses for students whose schedules were affected by the pandemic. More than 350 seats of instruction were awarded.
- TN Community CARES Grant funds provided for the development of 25 new courses to enhance the curricular offerings. These included fine arts, world languages, mathematics and three career/technical education programs of study – coding, networking and health sciences.
- Over the summer, the course inventory nearly doubled, and the 2020-2021 school year is seeing record enrollments, with over 800 students.

## *Rural LIFE 2017-2022 Education-Innovation-Research (EIR) Grant;* *U.S. Department of Education*

- Support continued for the more than 30 schools in Phase I of this project, including sustainability grants and coaching support. The additional 30+ schools in Phase 2 of the project were offered an extended timeline to begin the work of the grant.
- Grant activities and professional learning opportunities were shifted to a virtual format for convenience and safety.
- A variety of professional learning opportunities were designed in virtual and on-demand formats including Virtual Summer Institutes for all K-12 educators; a virtual Kick-Off for Phase 2 principals and lead teachers, a Lead Teacher Collaborative learning community, and the Niswonger Remote Learning Series to assist the region’s teachers in improving their skills as online instructors.

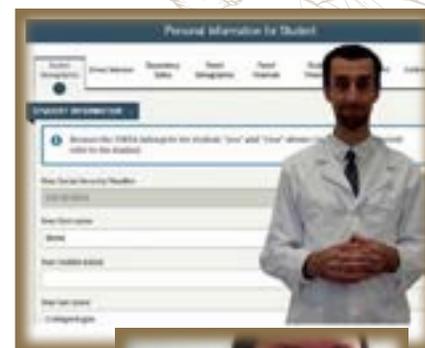


## *Comprehensive Educational Resources (CER)*

- The newest of our Consortium’s joint efforts, CER, is a collaboration among nineteen school districts and the Niswonger Foundation. The mission is to improve student achievement by providing common benchmark assessments, reporting, and pacing guides; data analysis; teacher created resources; and collaboration across the region.
- This program is a ready-response to the challenges of instructional delivery during the pandemic with the majority of the resources already formatted for virtual learning or adaptations for use in a virtual setting.
- Content is available in mathematics, science, and social studies in a total of 29 content areas. These resources are growing at a pace of 50-60 materials each month.

## NiswongerCARE College and Career Advising

- TN CARES Grant funds provided for a technology platform for timely communication with students. This system allowed students to receive reminders about college-going tasks, deadlines and other scholarship opportunities; while providing two-way communication with the Niswonger CARE Advisor assigned to each school.
- Virtual communication was additionally enhanced with video conferencing and online calendar scheduling features that were provided to all advisors to ensure a secure platform for advising students in virtual settings.
- Virtual office hours were set by each Advisor and a “Website Chat” feature was added to provide immediate assistance to students and parents.
- Virtual “Path to College” events were implemented including College Application Week, College Exploration Week, and FAFSA Frenzy events for each high school being served.
- An outreach partnership was arranged with the Tennessee Student Assistance Corporation (TSAC) to obtain student-level data for Tennessee Promise and FAFSA completion.
- Social Media Engagement Outreach increased followers across social media platforms. Electronic resources were provided to students, parents and school staff with essential college-going reminders, as well as encouragement and support.



## New Teacher Center – Developing Academic Coaches 2019-2024 Education-Innovation-Research (EIR) Sub-Award Grant; U.S. Department of Education

- More than 60 schools are participating in this opportunity to develop selected teachers as academic school-based coaches to support mathematics and language arts teachers in their schools. While originally envisioned as a face-to-face experience, the format was quickly shifted to a virtual format so the work could move forward.
- The grant was introduced to the school districts during the summer. While originally planned as in-person experiences, the staff efficiently produced virtual training experiences for principals and teachers.
- With the goal to improve instructional practice, the Niswonger grant Director and two Lead Coaches conducted direct training with teachers aspiring to be academic coaches, using a triad approach including the school-based teacher practicing coaching skills, a peer teacher and the Niswonger Lead Coach. While in-person coaching is preferable, online coaching has produced efficiency.
- Monthly forums were forced to be switched to a virtual format. A positive outcome of this virtual environment is that teachers can engage with their peers across 19 school systems.
- Grant management and implementation with New Teacher Center partners has all occurred online. These weekly exchanges are with colleagues across the United States.

## CareerConnect

- This workforce readiness initiative introduces students to postsecondary and career opportunities, while building strong work ethic skills. Due to the pandemic, the program's focus turned to allowing students flexibility to receive the benefits of the program in a way that works for their individual learning schedules and their personal safety.
- The Class of 2021 received one-on-one assistance with college and career planning, FAFSA completion and financial planning; or with their goal of entering the workforce directly from high school.
- The Classes of 2022 and 2023 saw their activities and lessons adapted to fit an online format. Through this means, a more personalized approach was possible.
- Due to the effects of the pandemic, social and emotional support for the Explorers became a necessary and important addition to the work of the CareerConnect staff.



## WE Track - Work Ethic Distinction Tracking System

- This statewide initiative was updated ([workethicdiploma.com](http://workethicdiploma.com)) with new features to make the point tracking process entirely virtual for both students and staff.
- High school staff members were assisted with the guidance for implementing COVID-altered standards for the program.
- Video tutorials were created utilizing the new site features for students and staff.
- The user experience for employers supporting WE Track was improved, allowing for virtual interaction with students.
- A coordinated effort for the distribution of Work Ethic Distinction diploma seals, pins, and folders to schools across the state was implemented.
- A statewide working group was formalized to revise the program ahead of the upcoming school year.

# RESILIENCE THROUGH LEADERSHIP AND SCHOLARSHIP

## *Niswonger Scholars*

The Niswonger Foundation's Scholarship and Leadership Program is focused on building a resilient network of leaders. This program is unique to any other we know of in the United States. The plan is simple, but strategic: identify the best future community leaders, provide the opportunity for them to study in the university that can best prepare them for their career path, and provide a specialized program of leadership development and mentoring. What makes this unique to any other scholarship program is the focus placed on developing leadership for Northeast Tennessee.

With an emphasis on leadership, business management, community service and ethical decision making, the Scholars are provided educational travel experiences, internships, leadership instruction, and personalized support to become model leaders and citizens of the world.

*There are 101 talented and committed individuals who hold the distinction of being Niswonger Scholars.*

In the Message from the Chairman and Founder, Scott M. Niswonger shared his Keys to Resiliency. Holding the Leadership and Scholarship program to this level of scrutiny, the results speak for themselves.

## *Maximize Your Assets*

- Twenty Niswonger Scholars studying in fourteen universities with fifteen distinct career paths.
- Eighty-one Scholar Alumni contractually committed to return to Northeast Tennessee.
- Thirty-six Alumni have already met their contractual commitment to return to Northeast Tennessee.
- Twenty-one career paths are represented by the Alumni who have already returned.
- Forty-seven Alumni are pursuing, or have completed, advanced studies in graduate schools across the country.
- Scholars are encouraged, and financially supported, to pursue internships, study abroad, service abroad, campus leadership positions and community engagement.

## *Be Prepared to Make Hard Choices*

The path to resilience often comes with no simple solutions, just difficult choices. The most difficult decision made this past year came with the realization that the Niswonger Foundation would not select a new class of Niswonger Scholars for 2021. This decision was made in consideration of maintaining the quality and integrity of the program. If this was only a scholarship program - providing resources to attend college - the decision would have been to continue to move forward. The design and purpose of this program is far more intentional. It is about identifying highly skilled individuals with the desire to serve this region, refining their leadership skills, providing unique and challenging experiences, building a strong Scholar network, and seeing them return to serve this region. The realization was that it would be challenging to provide this level of support for a newly selected group of Scholars. Instead, the decision was made to re-double the efforts to ensure that the current twenty Scholars have our total focus and commitment. We believe this hard choice will yield the best results for Northeast Tennessee.

## *Stay Connected*

"Goal One" for the Niswonger Scholars was to stay connected during this year of crisis. The Freshmen Scholars were closely mentored by a fellow Scholar and an Alumni Scholar. Both chosen because their backgrounds and experiences would provide the needed support for the newest Scholars. In addition to monthly journals and personal reflections, the Scholars joined in regular virtual meetings to continue the mission of the program. With leadership training being transformed to a virtual format, the Scholars, themselves, played the pivotal role in ensuring that their Summer and Winter Leadership Institutes were valuable and meaningful. While the Scholars have always treasured their informal communication network, the older Scholars made this a priority through social media and more intentional lines of communication. Importantly, all Scholars have the option to contact the program staff twenty-four hours a day.



*Alumni Holiday Gathering*

## Help Those in Need

An important element of the program is continuing to build the servant leader spirit that led to their selection as Niswonger Scholars. A responsibility of every Scholar is to participate in community service. A pandemic year limits the traditional methods of working with non-profit organizations, after school programs, health care related projects, etc. The Scholars were given a unique challenge and opportunity – “find the need and put your hands to work.” The results were a heart-warming assortment of helping elderly neighbors, mentoring youth, virtual tutoring, errand running, and several other activities. In a year of challenge, the Niswonger Scholars provided over 600 hours of service to others – respecting the Foundations motto: **Learn – Earn – Return™**

## Focus on the Future

This year inspired the Scholars to plan their personal leadership development journey more creatively. The traditional means such as internships, study abroad and campus leadership roles were drastically reduced or unavailable. Yet, amazingly, Scholars took advantage of every opportunity available. We will introduce our current Scholars and include just one of each person's amazing accomplishments in a year of limited possibilities:

## Class of 2024

**Gustavo Castillo** (College of Charleston) *Selected by the National College Attainment Network (NCAN) for a Federal Advocacy Fellowship*  
**Derek Driskill** (Carson-Newman University) *Elected as a delegate to the Student Government Association*  
**Macy Noe** (Vanderbilt University) *Selected for an Internship with ArtaZn Corporation*  
**Mabel Olson** (Tennessee Technological University) *Elected Fundraising Chair for the Society of Women Engineers*  
**Samuel Hensley** (East Tennessee State University) *Elected to the Student Government Association*

## Class of 2023

**Makayla Davis** (East Tennessee State University) *Teacher Assistant at West Greene Middle School*  
**Trent Dickerson** (University of Tennessee – Knoxville) *Selected to complete a Co-op year with FedEx Supply Chain*  
**Aisling Hagan** (University of Tennessee – Knoxville) *Delegate to the Agriculture Future of America Conference*  
**Erica Seal** (East Tennessee State University) *After school tutor to students struggling with virtual learning*  
**John Turner** (University of Tennessee – Knoxville) *Selected for the Heath Integrated Business and Engineering Program, with scholarship*

## Class of 2022

**Sarah Douthat** (University of Tennessee – Martin) *Mission Team Leader and Mentor for the Baptist Student Union*  
**Alexis Harvey** (Tennessee Technological University) *Delegate to the Annual Conference of the Society of Women Engineers and undergraduate teaching assistant*  
**Jasmine Martin** (University of Tennessee – Knoxville) *Selected by the National College Attainment Network (NCAN) for a Federal Advocacy Fellowship*  
**Aubrie Strange** (Samford University) *Received the Gulf South Summit Award for Outstanding Student Contributions to Service Learning in Higher Education*  
**Rithvik Vutukuri** (Tulane University) *Elected President of the Premedical Society and Vice President of the Minority Association of Premedical Students*

## Class of 2021

**Austin “Levi” Blazer** (Belmont University) *Served as Health Communications Intern for Vanderbilt's Children's Hospital*  
**Brittany Church** (Austin Peay State University) *Was instrumental in the establishment of a minor in Religious Studies*  
**Emily Ellison** (Clemson University ungraduated student - University of Tennessee Knoxville doctoral student) *Accepted early admission to the Doctoral program in Veterinarian Sciences at the University of Tennessee*  
**Lorraine Hayes** (Wake Forest University) *Elected Vice President of the Habitat for Humanity Chapter and to the Mortar Board Honor Society*  
**Tyler Myers** (University of Tennessee – Chattanooga) *Mentor to youth through the Young Life program*

## Remember Life is Precious and Brief

Among the most touching moments in this year of resiliency was the vision of an Alumni, and Jefferson County native, Trey Dodson (Class of 2016). What better time could there be to put into action his long-time dream of collecting historical information from the senior citizens of his community. His concern for losing such important stories and memories led to the idea of interviewing and recording these oral histories. He enlisted the current Scholars to be his “boots on the ground” and program implementers. Project “Let's Chat” was born, and the dream has become a reality. These amazing and inspirational stories are being collected on a website (coming soon) that can be accessed by anyone interested in learning more about the history of their communities from people who have observed and lived that history. Why? Because, *life is precious and brief*. Stories live forever.

## Congratulations Graduates – Class of 2020

**Christian Dalton** (University of Tennessee-Knoxville)      **Elijah “Bo” Pless** (Milligan College)  
**Tanner Shivley** (Carson-Newman University)              **Kori Smith** (University of Tennessee-Knoxville)

# AN OPEN LETTER TO THE NISWONGER FOUNDATION FAMILY:

At the time we were finalizing our 2019 Annual Report, we could not have imagined the changes and challenges our nation, and world, would encounter before the writing of this 2020 report. In our most recent Niswonger Scholars Directory, the definition of resilience was quoted as being “an ability to recover from or adjust easily to misfortune or change.” While it is difficult to argue with the timeless authority of Merriam-Webster, we might take exception to the use of the word “easily” in this definition.

Within days of Tennessee’s first COVID-19 diagnosis, we learned of the cancellation of two significant grants and watched as the Foundation’s endowment declined. Our immediate attention turned to our staff members, keeping them employed, safely working from home, and able to continue to support our school districts with programs and services.

What we observed next was nothing short of miraculous. Within a matter of days, the programs were being transformed by our dedicated staff to meet needs we could not have anticipated only a few weeks earlier. Every Niswonger Foundation staff member far exceeded our expectations. Programs were quickly transformed to respond to the needs of the virtual reality that became our everyday existence.

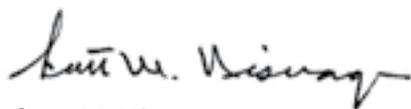
Meanwhile, we observed first-hand the value of the hard work to improve education in Northeast Tennessee through building a strong Consortium of school districts. What was previously a monthly meeting of school superintendents/directors quickly became weekly exchanges of information, advice and support. This exchange of challenges and ideas, continuing today, is nothing short of inspirational.

Likewise, we were in the unique position of seeing the tremendous sacrifices made by the region’s teachers. We were blessed to watch their tireless efforts to reimagine their classroom instruction, reach out to help students in need, recreate resource materials, and learn a completely new system of instructional delivery.

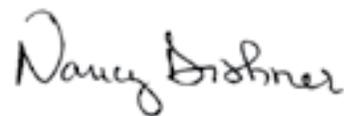
Every day this past year, we have witnessed your heart, passion and caring for the students of our region. We marveled at your creativity and energy. Everyone tackled a seemingly impossible mission with precision.

Webster’s definition of resilience may be more polished, but our definition is permanently engrained in our memory through seeing the faces of every educator, school and district leader, and Niswonger Foundation staff member with whom we have the blessing to work. You are the very definition of “resilience!”

Thank you for seeing the value in the life of every child we serve. The Niswonger Foundation honors you and thanks you for being our heroes.



**Scott M. Niswonger**  
*Founder and Chairman*



**Nancy Dishner**  
*President and CEO*



*My grace is sufficient for you, for power is perfected in weakness.*  
**2 Corinthians 12:9**

# WITH APPRECIATION TO CONTRIBUTORS TO THE NISWONGER FOUNDATION

*(July 1, 2019-June 30, 2020)*

Aircraft Transport Services, Inc  
Amsee Ltd.  
Ballad Health  
Brandon and Jama Boles  
CARE Foundation of America  
Covenant Transport  
EJ and Leslie Creutzinger  
Patrick and Susan Creutzinger  
Sarah and Edward Arellano  
Delta Dental  
Dennis and Donna Depew  
James Durham  
First Horizon Bank  
Tyler Gentry  
Trevor Gentry  
John Deere  
Harold and Nancy Dishner  
Dean Kantis  
Michael and Betty McCullough  
John T. Miller  
Scott M. Niswonger  
Anthony and Connie Pentz  
Michael and Gwen Roberts  
Rural School and Community Trust  
State Farm Insurance  
Tennessee Board of Regents  
The Band Perry  
Transport Enterprise Leasing LLC  
Karla and Chuck Terry  
TWG Aviation  
John Tweed  
Michel and Rita Wooten  
Your Cause Corporate Giving

# STATEMENT OF FINANCIAL POSITION

*June 30, 2020*

<b>ASSETS</b>	
Cash	\$ 259,377
Restricted Cash	514,904
Program Accounts Receivable	
Federal Grants Receivable	82,461
Investments	8,946,951
Prepaid Expenses and Other Assets	600
Student Loans Receivable	507,309
Collections	101,861
Property and Equipment	<u>4,640,416</u>
<b>Total Assets</b>	<b><u>\$ 15,069,879</u></b>
<b>LIABILITIES</b>	
Accounts Payable and other Accrued Liabilities	71,309
Line of Credit	400,000
Demand Notes Payable to Primary Benefactor	1,136,826
USDA Loan	<u>776,918</u>
<b>Total Liabilities</b>	<b><u>\$ 3,385,053</u></b>
<b>NET ASSETS</b>	
Without Donor Restrictions	12,379,935
With Donor Restrictions	<u>304,891</u>
<b>TOTAL NET ASSETS</b>	<b><u>12,684,826</u></b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$ 15,069,879*</u></b>

*\*The Niswonger Foundation distributed \$ 3,540,863.00 to educational programs and scholarship awards in fiscal year 2020.*

## *An Operating And Charitable Foundation*

The Niswonger Foundation was founded by businessman and philanthropist, Scott M. Niswonger. Unlike most private foundations, the Niswonger Foundation was established as an operating foundation with its own programs and projects.

The Foundation is also approved as a charitable organization. Although a percentage of its operating funds go towards grant making, most funds go into the Foundation's two primary programs – a scholarship and leadership program for selected college students committed to returning to the region and partnership programs for schools.

*This Annual Report is dedicated to the memory of our Niswonger Foundation Team Members who passed away in 2020.*



**Larry Gene Neas**  
1952 - 2020



**Stella Sauls Hunter**  
1951 - 2020

*Their hard work and passionate dedication to the students of Greene County, and Northeast Tennessee, were inspirational to all those who were fortunate enough to know them. We will treasure their memory always.*

### **BOARD OF DIRECTORS AND OFFICERS**

**Scott M. Niswonger**, Chairman and Founder

**Nikki L. Niswonger**, Secretary

**Kathy O'Dell**, Treasurer

**Dr. Nancy Dishner**, President and CEO, Niswonger Foundation

**David A. Golden**, Chief Executive Officer, ETSU Research Corporation

**Alan Levine**, Executive Chairman, President and CEO, Ballad Health

**John Tweed**, Co-President and Chief Operating Officer, Covenant Transportation Group

### **NISWONGER FOUNDATION LEADERSHIP**

**Dr. Nancy Dishner**, President and CEO

**Dr. Richard Kitzmiller**, Vice President

**Denise Arnold**, Director, College and Career Advising

**Barbara Bates**, Assistant Director, Scholarship & Leadership

**Gabby Billiot**, Program Coordinator, CareerConnect

**Jillian Davis**, Program Coordinator, Learning Resources

**Vivian Franklin**, Director, Professional Development

**Anita Kilbourne-Greer**, Associate Director, College and Career Advising

**Dr. Mia Hyde**, Director, Comprehensive Educational Resources

**Law Loving**, Director, Career and Workforce Readiness

**Kathy O'Dell**, Office Manager

**Gina Pavlovich**, Director, Learning Resources

**Rita Sexton**, Administrative Assistant

**Shawn Stewart**, Associate Director, College and Career Advising

### **RURAL LIFE (U.S. DEPARTMENT OF EDUCATION EIR LITERACY GRANT)**

**Dr. Richard Kitzmiller**, Project Director

**John Payne**, Director of Technology and Innovation

**Brittany Seybert**, Literacy and Communications Coordinator

### **COACHES**

**Brooke Drinnon**

**Catherine Edwards**

**Bethany Fillers**

**Candace Carpenter-Herman**

**Sarah Kitzmiller**

**Linda Stuart**

**Tracey Ballew**

**Kristi Snyder**

**Brandi Wilson**

### **DEVELOPING ACADEMIC COACHES (NEW TEACHER CENTER GRANT)**

**Dr. Richard Bales**, Project Director

**Allison Seeley**, Lead Coach

**Alise Wilson**, Lead Coach

### **COLLEGE AND CAREER ADVISORS**

**Heidi Armstrong**

**Emily Ray-Collins**

**Faith Dulling**

**Allison Eastridge**

**Emily Emerick**

**Alyssa Gibson**

**Andrew Gray**

**Nellie Greer**

**Bailey Hansel**

**Lucas Hitechew**

**Mary Kerns**

**Allison Turbyfield**

**Jared Turpen**

### **NISWONGER COLLEGE AND CAREER READY CONSORTIUM LEADERSHIP**

**Ms. Sandra Burchette**, Newport City Schools

**Dr. David Cox**, Sullivan County Schools

**Dr. William Flanary**, Washington County Schools

**Mr. Matt Hixson**, Hawkins County Schools

**Dr. Shane Johnston**, Jefferson County Schools

**Mr. Manney Moore**, Cocke County Schools

**Dr. Jeff Perry**, Hamblen County Schools

**Dr. Mischelle Simcox**, Johnson County Schools

**Mr. Steve Starnes**, Greeneville City Schools

**Mr. Tom Davenport**, Care Foundation Of America

**Dr. Steve Barnett**, Johnson City Schools

**Dr. John English**, Unicoi County Schools

**Mr. Richard Vanhuss**, Elizabethton City Schools

**Mr. JT Stroder**, Rogersville City Schools

**Mr. David Mclain**, Greene County Schools

**Dr. Jeff Moorhouse**, Kingsport City Schools

**Ms. Charlotte Mullins**, Hancock County Schools

**Dr. Annette Tudor**, Bristol City Schools

**Dr. Tracy McAbee**, Carter County Schools

**Niswonger Foundation Leadership Team**



# RESILIENCE

The true "test of mettle" comes in the challenging times. The year 2020 has definitively shown me that the Niswonger Foundation is built to last.

**Scott M. Niswonger**  
*Chairman and CEO*



# RESILIENCE

Before You Act, Listen.  
Before You React, Think.  
Before You Spend, Earn.  
Before You Pray, Forgive.  
Before You Quit, Try.

Ernest Hemingway

