

Niswonger Foundation 2022 Work Plan Summary

NF Area of Operation	Activity Name	Strategy/Description	Target Dates	Point Staff Person / Comments	November 2022 Updates
PROGRAMS					
Community Partnerships					
	International Storytelling Center Partnership	Live Stream, Teacher Workshops, Student Ticket Subsidies, Record Archival Project	FY 2021-22	Nancy	Annual Partnership proposal approved by Board in August 2021. Partnership payment forwarded.
	Governors Early Literacy Foundation	Board of Directors		Nancy	Nancy elected to executive committee for 2021-22
	Work Ethic Distinction	Entire service area participating + other TN systems. 8 systems in VA participating as well	Ongoing	Law	Official TN Grad Distinction bill is in legislature; new VA County (Amelia) and TN County (Fayette) added
Public School Finance	Co-Chairs, Regional Collectives and Advocacy Subcommittee	Explore Student Based Investment Strategy	2021-22	Scott and Nancy	Subcommittee work completed February 2022

	Valleybrook Village			Richard	Richard serves on Valleybrook Project EARTH Advisory Committee. (Currently inactive)
	Second Harvest Food Bank	Backpack program		Nancy	Grant for 2021-22 approved by Board in May 2021 and funds provided.
CareerConnect	Summer Experience/Interns	Summer Experience activities and summer internships.	Summer Experience dates set - Greene County % 2024: June 5-16, % 2025: July 10-21 Summer internships for 6 weeks during summer.	Gabby/Law	Planning summer experience activities for Greene, Carter, and Washington Counties. Contacting industries for summer interns and SE visits.
	Program Activities monthly	Monthly meetings for Greene Co. Class of 2023, 2024, 2025 . Bi-monthly meetings for Washington and Carter County Class of 2024.	Fall/Winter 2022	Gabby/Law	Finalizing post-secondary plans for CC23. Completed monthly meetings with CC24 and CC25. Carter and Washington County cohorts selected and moving forward with bi-monthly meetings.
Niswonger Scholars	Summer Leadership Institute	Leadership Program	May 30 - June 3 2022	Nancy/ Barbara	Summer Leadership Institute was in-person and very successful with a list of guest speakers

					including Vice President Mike Pence
	Winter Leadership Institute		Dec. 19-20 2022	Nancy/ Barbara	Books have been mailed and a speaker is in place as well as a fun evening experience on the 19th.
	Alumni Meeting		December 17, 2022	Nancy/ Barbara	A Save-the-Date has been sent to all Alumni. Invitations will be mailed in the next few weeks.
	Scholar trips	Seniors – Normandy Sophomore -Outdoor Challenge Juniors – New York Juniors - Bahamas	August 2022	Nancy	Junior Scholars enjoyed the annual trips to the Bahamas in May and the New York City trip in July. The senior scholars were awarded with the annual trip to Normandy, Paris, and London, in August. The sophomore scholars participated in the annual Outdoor Challenge.
	Senior Scholars	Graduation Dinner	May 31, 2022	Nancy/ Barbara	The graduation dinner and celebration was

					held on May 31 at General Morgan Inn with the scholars and two guests of their choice.
NiswongerCARE (C3)	Staff meeting/ trainings	Monthly staff meetings	September 2022- June 2023	Denise Anita	Monthly staff meetings held in September and October.
	Leadership Team Meetings	Weekly meetings for planning and preparation for key programming initiatives	July 2022-June 2023	Denise Anita Ramona (as needed)	Weekly meetings are held as scheduled to discuss a shared agenda that is prepared in advance of each meeting.
	Advisor Support and Supervision	Monthly School Visits	September 2022 - May 2023	Denise Anita	Leadership team provided Advisor supervision during a school September and October
	Campaigns	Five campaigns focused on college going tasks and aligned with State's Path to College events.	August 2022 - February 2023	Denise Anita	Campaign 1- TN Promise Applications and College Application and Exploration activities completed; Campaign 2- FAFSA completion is underway.

	Outcome/Progress Analysis	Reviewing data regarding progress on major milestones	August 2022 - June 2023	Denise Anita	Summer Melt data is being collected and analyzed. .
	Student Information System	Database for storing and accessing student demographic information and track milestones.	August 2022 - May 2023	Denise	SIS implemented for tracking and recording progress on each student served.
	Social Media/Website	Engaging students and stakeholders on Facebook, Instagram, Twitter, YouTube, and NiswongerCARE website	Ongoing	Social Media: Emily Emerick	Social Media timeline for the school year has been established.
	Texting Platform	Signal Vine- college access messaging platform	Ongoing	Anita	Advisors continue to enroll Seniors and Juniors.
	IHE Partnership Coordinator	Developing relationships and communication with regional colleges; Coordinating National Student Clearinghouse contract.	July 1 2022 - June 2023	Ramona	Student upload was submitted for Summer Melt 2021 students as a pilot to develop protocols for submission of full list Class of 2021 and Class of 2022.
REL Appalachia	2 partnerships				

		SSPCC... Strengthening Students' Preparation for Careers and College	Ongoing		Kick off for Data- Informed Decision Making was October 4. Next (virtual) check-in Nov. 22
		Early Literacy Partnership	Ongoing		
Personalized Learning (C3)					
	Niswonger Online				
		Seat Fees	Ongoing	Gina & Jill	Consortium Seat Fee= \$125/seat Affiliate Seat Fee= \$175/seat. Seat fees will remain the same for the 22- 23 school year.
		Current Semester Start Date	Fall 2022	Gina & Jill	All courses, APAA and Gen Ed, open Aug 15th
		Upcoming Semesters	Spring 2022	Jill	Spring 2023 classes will begin January 10. Enrollment for these classes opens November 16.
		Enrollment	Fall 2022 & YearLong 22-23	Jill	Approximately 1,000 General Education enrollments in Fall

					2022 and Year Long 22-23 courses.
		Teachers	Ongoing	Jill	Nine new teachers were hired and trained for the Fall 2022 semester. We have 40-50 returning teachers.
		Niswonger Online Course Development	Ongoing	Gina & Jill	Lifetime Wellness and Latin II will have updated courses for Spring 2023. Latin I got a major update for Fall 2022.
		New Partnerships	Fall 2022	Gina & Jill	We are making connections with new schools through AP Access for All and STEM.LD.
		Professional Development	Ongoing	Jill	Jill has attended monthly calls with Canvas, our Learning Management System, to learn about new features and upcoming changes to share with teachers.

		Website niswongeronline.com	Ongoing	Jill	Major changes were made to the website over the summer to simplify the content and make it easier for students, parents, and school staff to find the information they need. All course syllabi have been updated and posted for public access.
		Newsletter	Ongoing	Jill	Online newsletter published quarterly to share student, teacher, and course spotlights, important announcements and more with current students, parents, teachers, counselors, and school administrators.
		Social Media: Instagram and Facebook	Ongoing	Jill	Social media channels are updated several times per week with announcements, course spotlights, etc.
	Affiliate Members				

		Affiliate System Fees	Ongoing	Gina & Jill	Affiliate membership fees will be applied on a graduated scale for small, medium, and large school systems to assist onboarding of small school systems beginning in Fall 2022.
		New Systems using CARES Funds	2022-2023	Gina/Jill	Using CARES funds to assist rural schools with first year of Niswonger Online
	AP Access for All	New Schools On-Boarding		Gina	Still working to bring on new systems that are hold-outs. TDOE is working to get high level email out to the 13 systems that are not onboard.
		New Staff Hire and Training		Gina	South Central RRS has stepped down to care for new grandbaby. She will remain until the end of Aug. Position has been posted. Interviews will begin week of Aug 15th

		College Board Training for TN teachers		Gina	Served 599 teachers during summer of 21 and 22. Look forward to serving more students in the summer of '23
		Recruitment of online AP teachers		Gina	Currently have 86 teachers serving our currently enrolled students.
		AP Liaisons		Gina	Onboarding returning and new liaisons for the 22-23 school year
		Media/Marketing		Gina	Weekly meetings with CRISP to keep media focus where it needs to be and keep flyers in the hands of Liaisons
		Mini Grants		Gina	Mini grants from last year were very successful. These will be offered again this year. Info will go out in Sept
		APAA is on State Research Agenda		Gina	Had first meeting with rep from Vanderbilt and TDOE Senior Research Analyst.

					Working together to have a research project approved by Commissioner Schwinn.
		Student/Guardian Outreach		Gina	Beginning of year Welcome Webinar being held on Aug 17th. Webinars will be held throughout school year to keep parents and students in the know on all APAA happenings.
		APAA Impact Reports		Gina	Year 1 Impact Reports are ready. They can be found at the link below and I will also be bringing paper copies to the office by Aug 12th. Year 1 Impact
	Coding	Variety of topics, levels, and delivery approaches implemented.		Richard/ETSU partners	Traditional partnership activities remain “on hold” . Current efforts shifted to STEM.LD initiative.
Professional Development (C3)					

	New PD Day design Learning Together		October 28, 2022	Mia Hyde/ Nancy/ Barbara	Learning Together Day was held on October 28, 2022 with 11 school systems participating. There were 11 sites around the region that had multiple sessions at each site. Every site reported a good day with few problems. There were 4665 educators registered and a total of 4236 signed in at the event. Food City provided lunches at each site for the number of registrants at that site from a spreadsheet sent to them each month.
Rural LIFE	Instructional Coaches	Ongoing Support		Richard	Following the 2021/22 school year, coaches' contracts are completed. Those on-loan from local systems have returned. Others are

					involved in other work; some are working on other NF projects.
		School-year training	ongoing		All sessions completed.
		Strong Start Network		Bethany	The full SSN concluded at June 22 Reflect & Connect Summer Conference
		Strong Start Network	August 24, 31	Bethany, Richard	SSN sponsored a 2-part Leader Learning Collaborative on August 24 &31. In partnership with TNTP, we hosted a leader-specific learning series focused on building a shared vision for excellent literacy instruction at the secondary level (grades 5-12). The focus was on practical steps secondary leaders can take to support their teachers who attended two

					weeks of TDOE secondary literacy training this summer.
	School Plans		ongoing		School plans from first and second group of schools have been completed.
NTC (EIR Coaching Project) Developing Academic Coaches				Allison and Sherry	
	Bi-Weekly Meetings with NTC Program Director and DAC Director	Develop short term and long term goals regarding sustainability, debrief about communication with School Leaders, plan for forums, discuss budget, etc.	Ongoing	Allison Seeley and Sherry Cockerham NTC-Shelley Winterburg (Director of Federal Grants)	Allison and Sherry will be co directors of this grant. Allison will be the Lead ELA coach, and Sherry will be the Lead Math coach. Share insights from the field to leverage information, support coaches and our practice Align our supports to the goals of the grant, project, and our team (Ongoing)

					Use PDSA Cycles to improve coaching and practice elevate PLC work Start book study
	NTC's Advance Instructional Coaching Institute (Year 2 coaches)	Content and topics- Optimal Learning Environment, Student Centered Coaching for Equity, Neuroplasticity and Supporting Trauma Mitigation, Universal Design for Learning Principles and Strategies, Learner Variability and Addressing the Needs of Every Student, Analyzing Student Learning and Data	July 25-28, 2022	Allison Seeley. Sherry Cockerham, Shelley Winterberg (NTC) 2nd year District Coaches (our 3rd year coaches completed this last year)	This will be the last Summer training session.
	Observation/Coaching Cycles	District level and school level coaches complete at least 3 coaching cycles throughout the year, analyze student learning with their	Ongoing	District and school level coaches and teachers	District and school coaching cycles parallel the in-field coaching cycles of the Niswonger Team. High-leverage tool use has increased

		teachers, and facilitate PLCs with their selected teachers (total of 240 minutes a month)			significantly from last year. (Ongoing) Kenna Latture has joined our team from NTC to support the IFC work.
	Niswonger In-Field Coaching	Lead Coaches will complete two observation cycles and collaborate with and mentor district and school level coaches using high level tools.	Ongoing/Daily	Allison Sherry	Allison partners/supports the ELA district and school coaches Sherry partners/supports the Math and Science district and school coaches
	NTC In-Field Coaching	NTC Coaches will complete observation cycles, collaborate with and mentor Lead Coaches.	Ongoing/Weekly	NTC Coaches and Allison Sherry	Allison and Sherry work through coaching cycles with NTC's Mentor Coaches. These cycles parallel the coaching cycles Sherry and Allison complete with the district and school coaches. (Ongoing)
	NTC/SRI	SRI will gather ongoing information about progress of the	Monthly	Shelley Winterburg (NTC), Kate	Review data for the grant, give monthly updates about factors

		coaches and other factors that may impact the results of the grant and to help establish the narrative to pair with the data		LaGuarda (SRI) Allison and Sherry	<p>impacting data, prep for surveys, interviews, collection of qualitative data (Ongoing)</p> <p>SRI shared Niswonger - NTC Implementation Study Highlight summary of data collected for the 2021-2022 SY - Growth was shown in more than one key component area for fidelity measurement</p> <p>Emails sent to communicate school visit/observations by SRI in Spring</p>
	Monthly Coaching Forums and Webinars	Forums provide the opportunity to observe how coaches are connecting the learning from NTC's Summer Institutes to their coaching practice. Coaches	Monthly	NTC-Shelley Winterburg (Director of Federal Grants) NTC Coaches, Allison, and Sherry	DAC hosts six forums (by Zoom) offered twice on the scheduled days to give coaches more opportunities to join "in person." NTC will then add the forums

		<p>explore how they are using academic and nonacademic data to understand the students and teachers they support and how this understanding informs standards-aligned instruction.</p>			<p>to Playposit (online learning tool that creates interactive video lessons) for anyone who could not attend. (Ongoing) DAC offers four webinars on Playposit that coaches can complete at their own pace. (Ongoing)</p> <p>Forums for the months through November 2022 have focused on case study analysis for in-depth coaching using high leverage tools - lesson planning, analyzing student work, and providing effective feedback.</p>
	<p>National Program Leadership Network (NPLN)</p>	<p>**NPLN Objectives: Analyze promising practices for educator professional learning, coaching, and strategies to remain</p>	<p>October 24-27 2022 in person New Orleans</p>	<p>Allison, Sherry, NTC staff, and cohorts from Eastern KY,</p>	<p>Professional Development and collaboration with cohorts from across the country focusing</p>

		<p>student focused in implementation; Engage with tools, resources, and ideas that support programs to use the lived experience of students and educators to inform design and implementation; Collaborate within and across teams through cycles of inquiry focused on effective program implementation in service of identified student and educator needs</p>	<p>Spring Session 2023 Dates TBA in person Denver</p>	<p>Houston, TX, Bronx, NY</p>	<p>on sustainability (Ongoing)</p> <p>Allison and Sherry attended NPLN in New Orleans and spent time networking with programs that are a part of EIR grant work - time spent on success analysis and problem of practice protocols. Attended sessions on leveraging optimal learning environments, student centered learning outcomes, mindfulness as a means to disrupt bias</p>
	<p>Education Resource Strategies (ERS)</p>	<p>ERS is partnering with New Teacher Center and the Niswonger Foundation under a federal Education Innovation and Research (EIR) grant,</p>	<p>South Greene HS, Johnson County, Greeneville Middle, Hancock County, Washington County</p>	<p>Shelley (NTC), ERS partners, Lori Wilhoit, Dr. Simcox, Rachel Adams, Charlotte Mullins, Mark</p>	<p>ERS assessing current resource allocations using a diagnostic surveys completed by schools and districts then utilizing the results for conversations about</p>

		with a focus on accelerating student learning for underserved students in rural districts in Tennessee. ERS' role is to ensure that schools and districts are able to implement instructional coaching sustainably over time, by making strategic resource tradeoffs at the school and system levels. In the context of the COVID-19 pandemic, this work is especially important to ensure that school and district leaders can seize the opportunity of unprecedented stimulus funding to reimagine the teacher and student experience in school, while financially sustaining priorities even after the ESSER funds are spent.		Merriman, Robin Street, David Little, Allison, and Sherry	future budgeting for resources that meet the needs of the schools in their districts (Could participate at the school or district level) ERS information/services have been made available to interested districts.
	School Leaders as Coaches (SLAC)	School Leaders Winter Session: Action Planning for Effective	Fall Session - Change of Date to December 1, 2022	NTC-Shelley Winterburg (Director of	Pending TASL Credit approval

		Professional Collaboration		Federal Grants) NTC Coaches, Allison and Sherry	
	School Leaders as Coaches (SLAC)	School Leaders Winter Session: Leveraging Coaching to Drive School-Wide Impact	Spring Session 2-14-23	NTC-Shelley Winterburg (Director of Federal Grants) NTC Coaches, Allison and Sherry	Pending TASL Credit approval
	NTC Presenter Institute	Niswonger Team trained to present NTCs Model of coaching to continue to build capacity and sustainability in local districts	June 2022 In-person (Completed)	Allison Seeley, and Sherry Cockerham NTC- Shelley Winterburg (Director of Federal Grants) NTC Coaches	Allison and Sherry were trained as future presenters for NTC's coaching model for sustainability and for implementation in the delayed treatment schools.
	Social Media Twitter	DevelopingAcademicCoaches@NiswongerDAC	Ongoing	Allison and Sherry	Making connections with schools, districts, coaches and leaders in education, along with promoting success and positive coaching connections.

STEM.LD				Richard/Law/ Vicki	
	Recruiting	<p>Recruiting up to 35 high schools and 70 middle schools</p> <p>Cohort 1 = 12 high schools and 28 middle schools (14 control and 14 treatment)</p> <p>Cohort 2 = 8 high schools and 12 middle schools (6 control and 6 treatment)</p> <p>Total Schools (including treatment and control) = 19 high schools and 39 middle schools; 58 schools total</p>	<p>Cohort 1 Complete</p> <p>Cohort 2 Complete</p>		<p>Recruiting is Complete: In both cohorts we have 19 high schools, 20 treatment middle schools, and 19 treatment middle schools, for a total of 58 schools.</p> <p>We did not meet our participation goal of 30 high schools and 60 middle schools (total 90 schools). Schools were reluctant, in light of COVID and the heavy ESSER requirements, to add another obligation. We expanded our region of service somewhat to include Anderson, Union, and Claiborne Counties and Oneida Special School District.</p>

					<p>We believe this number of schools will serve the study well. Our goal now is to help each school fully commit to improving their math and science programming and instruction.</p>
	<p>Orientation Training</p>	<p>Ongoing with Cohort 1; Cohort 1 98% Complete</p> <p>Cohort 2 will begin Spring 2022</p>	<p>Cohort 1 Completion Target - 9/30/21</p> <p>Cohort 2 Completion Target - 4/15/22</p>		<p>We missed the deadline of 9/30/21, but we persisted with incomplete schools. We are proud of our 98% overall completion rate for orientation training in cohort 1. We now have 21/26 schools at 100%; 25/26 schools 95% (or only lacking one teacher). The school that is lagging is at 90% completion.</p> <p>Data measured using the total number of required modules</p>

					<p>divided by completed modules.</p> <p>13 of 13 Cohort 2 schools have been onboarded with most schools having completed orientation. We will measure this percentage in early September after new teachers have had a chance to complete the orientation.</p>
	<p>Deep Dive Partner Matching</p>	<p>Ongoing with Cohort 1; Cohort 1 100% Complete</p> <p>Cohort 2 100% Complete</p>	<p>Cohort 1 Completion Target - 9/30/21</p> <p>Cohort 2 Completion Target - 4/15/22</p>		<p>Our goals for 2022 will be to increase engagement by having more teachers partnered. This means new partnerships for Cohort 1 schools and strong partnering for Cohort 2. All schools conducted a robust partnering process and have done a thoughtful job of</p>

					<p>selecting partners and teachers for participation.</p> <p>We are promoting partners through onboarding meetings with schools and via group meetings with school representatives. Partner Showcases were held in February. These are virtual opportunities for partners to present their programs. We have encouraged schools to have teachers who would be most interested in each partner to attend as a part of a thoughtful school partnering process. School response to these showcases was positive, and we saw</p>
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					<p>more thoughtful partnering this cycle.</p> <p>Partner information by school and by each teacher within the school is available</p>
	<p>Professional Learning OST Advanced Coursework</p>	<p>Examining numbers of participants and responses to events to set appropriate goals</p>			<p>We have gathered these data, reviewing goals for APR, and examining with our partner, TNTP, to set updated, appropriate goals. Goals and objectives review has taken place with two emerging focuses: development of a STEM.LD Hub to connect students and teachers to learning opportunities and development of new online STEM coursework.</p> <p>TNTP is working with us to develop specific strategies for</p>

					<p>promoting OST opportunities across the region. We are also brainstorming OST planning with school representatives.</p> <p>Niswonger Online and AP Access for All participated in the showcase opportunity permitting schools to view. We will be cataloging DE and AP opportunities for schools.</p> <p>Ramona Williams is working to increase awareness of opportunities for advanced coursework.</p> <p>We will also be creating new online STEM coursework intended to fill gaps in</p>
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					currently available opportunities.
Project On-Track	Tutoring services are underway for over 2500 students.	Over 250 tutors are working with students in literacy and/or math..	Sept. 1 through May 31, 2023	Debra Bentley	Site Coordinators work with tutors to ensure seamless instruction.
	Site visits by Project On-Track staff	Staff members are visiting and observing tutors based on the tutor's schedule. Over 50 visit have been conducted by Nov. 1	Sept. 2022 through May, 2023	Debra Bentley	A spreadsheet is maintained to identify which tutors have been visited and when. Staff members give feedback to tutors and log the feedback on the spreadsheet.
	Communication with Families	Signal Vine is the platform used to communicate with parents. Over 2000 families have signed up for the service.	Signal Vine is used through text and not email.	Communications' Specialists and John Payne	This is a direct line to parents from POT staff members.
	Free books to be delivered	In collaboration with Barnes and Noble, over 6000 free books will be distributed to approximately 2000 students being tutored in literacy.	Late Nov.,/early Dec., 2022	Dr. Anne Littleford - Family Outreach and Engagement Specialist	Books will be shipped, directly, to all literacy tutoring sites and will be distributed based on the site's schedule.

Comprehensive Educational Resources (CER)	Program Description and Procedure Manual/Membership Agreement/Annual Report	Membership/Enrollment		Mia Hyde	Putnam County has joined CER. We have 30 districts participating and reach approximately 138,000 students.
	Materials	22-23 Curriculum Teams and Materials		Mia Hyde	Approximately 200 teachers serve on 40 curriculum teams. They will meet in Sept, Nov, and Jan to create and review materials which will be posted on the website. We will add materials for K-2 science and social studies, 6-12 ELA writing materials, Biology 2, and Physical Science.
	Common Formative Assessments	Create CFA teams and CFAs in Mastery Connect	August 2022	Mia Hyde	Approximately 100 teachers will work in teams to create CFAs which will be shared with CER districts through Mastery Connect.

	Benchmark Assessments	Common CASE benchmarks given up to 3 times per year and data shared across CER	First benchmark window Sept-Oct 2022. Second Benchmark is Dec 1-20	Mia Hyde	28 out of 29 districts use CASE. 25 districts share data. A new “growth” report was created for CER districts showing year over year growth with the benchmarks.
	Principal Study Council	Coordination with the PSC chairs and CER districts	September 2022-April 2023 (7 sessions)	Mia Hyde	Working in collaboration with the chairs of the PSC, we will offer 7 sessions for principals. TASL credit will be available. Presentations are by sitting principals on topics of their choosing.
	Leadership Academy	A program for aspiring school leaders built around the TILS standards	November 2022-May 2023	Mia Hyde	4 districts are participating this year with about 22 candidates. This is a combination of virtual and in person learning.
OUTREACH					
TICUA Board		Board Meeting October 26	Ongoing	Nancy	Annual Meeting February 21-23, 2022

Battelle for Kids (BFK)		Rural Collaborative Initiative		Richard/ Nancy	Informal meetings... (largely inactive now)
Gates Foundation	Learning Circle		ongoing	Nancy	Visit to the NF by Gates Senior VP, Tosha Downey, February 16-17.
	i3/EIR Rural Communities of Practice	Various (webinars, etc.)		Richard, others	Ongoing
ETSU	Center of Excellence in STEM Education	STEM Hub Advisory Council monthly meetings		Richard, Law, Vicki	CESE is partner on STEM.LD grant (epidemiology and statistics)
State Board of Education	Philanthropy Engagement Council		quarterly meetings	Nancy	
SCORE		Advisory Council		Nancy	Regular virtual meetings
TN Dept. of Ed. / CORE office		Regular meetings with Superintendents and Directors		Richard/ Nancy	Currently, one virtual meeting & one in-person meeting per month.
AccelNow			ongoing	Richard	
Potential Grants & Partnerships					

	Regional Educational Laboratory - Appalachia	Several initiatives with this USED-sponsored agency			PD webinar series in progress; other proposals in planning.
	National Science Foundation	Partnership with ETSU			Continuing to explore options.
Local Business & Industry			Ongoing	Nancy/Law	Recruiting focused on financial giving/ expansion ongoing
	Tennessee Higher Education Commission	Board Member	Ongoing	Nancy	Quarterly Meetings
	TN Arts Commission	Commissioner	Appointed to Audit Committee	Nancy	Quarterly Meeting
ADMINISTRATION & OPERATIONS					
C3 Leadership Council				Nancy/Richard	Superintendents' Retreat scheduled for February 26-27, 2023
	Web page	Updates and News	Spring/Fall 2022	Barbara	Updates performed as necessary throughout the year
	Publications	Online News	Quarterly	Barbara/Nancy	In process
		Annual Report		Nancy	2022 Annual Report is in process and should be mailed in late December

	Social Media			Barbara	Ongoing
Memberships & Subscriptions					
	NASSP			Nancy	
	Learning Forward			Richard	
	Education Week			Richard	
	Phi Delta Kappa			Nancy	
	Appalachian Funders Network			Richard	
	ASCD			Richard/John	RL Institutional Membership Completed
	ISTE			Richard	
	Aurora Institute (formerly iNACOL)	Institutional membership		Gina, Richard, Bethany, Brittany, Vicki, Breshay, others	Fall 2022 symposium remained virtual.