



CHATHAM EDUCATION FOUNDATION STRATEGIC PLAN 2015-18

Three-Year Strategic Plan 2016-18

ABSTRACT

Drawing from historical lessons and achievements, current realities, and future opportunities, leaders of Chatham Education Foundation have adopted a purposeful vision and strategic framework for impacting those it serves.

April Anthony
Armstrong McGuire

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Foundational Statements

Mission

To open doors to educational and personal growth for all students in Chatham County Schools (CCS)

Vision

Maximize community investment in the CCS district to support the success of self-sustaining graduates committed to both life-long learning and our community.

Beliefs

- Community investment builds stronger schools.
- Strong school districts willingly embrace change.
- Well-trained educators with access to continuing professional development lead students to stronger student achievement.
- Strong public education is the bedrock for a thriving local economy.

Core Values

- Student achievement
- Teacher and training excellence
- Innovation and creativity
- Business and community partnerships
- Regional diversity

Executive Summary of Planning Process and Outcomes

The Chatham Education Foundation (CEF) Board of Directors held a retreat in January, 2015 to lay the groundwork for a three-year strategic plan. Using organizational assessment data from an online survey, face-to-face and phone interviews with donors and community leaders, and Board feedback, CEF leaders came to an understanding of the organization's strengths and challenges. Some of the outcomes of the retreat included the creation of a Board Development committee of the Board of Directors and growth of the Development Committee of the Board of Directors.

A strategic planning committee of Board members and the public was created and met throughout the spring, and summer of 2015. Committee members included:

John Zaremba, Chair

Chris Ehrenfeld, Vice Chair

Stan Campbell, Board Member

Ben Birken, Treasurer

Justin Bartholomew, Board Member

Lee Bowman, Community Member

Subcommittees in line with board committees were created and met consistently. The following subcommittees were formed:

1. Development (Stan Campbell*, Angela Milsaps, Chad Morgan, Jason Hartness)
2. Board Development (Chris Ehrenfeld*, Ben Birken, John Pleasants, Jason Buchanan, Chris Blice)
3. Programs (Justin Bartholomew*, Jody Cleven, Suzanne Morris, Jamie Cox)
4. Advocacy / Marketing (John Zaremba*, John Williamson, David Hamm (ex-officio), Jason Hartness)

Jaime Detzi, Executive Director, attended all committee and subcommittee meetings.

Focus Groups

Two focus groups were held June 23 and July 14, 2015 and targeted the following audiences respectively: Educators (June 23) and business, community leaders and government leaders (July 14). Key people who attended and gave input at focus group meetings were:

Attendees:

7/14/15

Linda Clarke
Don Knowles
Jason Dell
Marga Theelen
Jean Rittok
Lee Bowman
Courtney Cabe
Lisa Holder
Bill Terry
Bill Harper
Alan Rosenfeld
Don Stedman
Philip Culpepper
Ken Atkins
Jill Ehrenfeld
Jason Hartness
John Williamson
Stan Campbell
Suzanne Morris
Ben Birken

John Zaremba
Jaime Detzi
Kim Matson
April Anthony

6/23/15

John Zaremba
Chris Ehrenfeld
Jaime Detzi
Justin Bartholomew
Mark Hall
Bud Marchant
Amanda Hartness
Leslie Burwell
Mitch Stensland
Chris Poston
Kaye Clark
Justin Sudol
Angie Brady-Andrew
Larry Savage
April Anthony

An Executive Summary of the draft of the strategic plan was presented to the Chatham County Board of Commissioners, Chatham County School Board and Dr. Jordan, Superintendent, Chatham County Schools. Each provided guidance and input.

In general, the County Commissioners are very supportive of the Chatham Education Foundation and its mission. The Commissioners suggested that new board members should better reflect a more diverse CEF Board. In addition, they suggested partnerships with the NC School of Science and Math, the Boys and Girls Club of Siler City, as well as tactics to approach funders, such as the Oak Foundation. The meeting also established a renewed relationship with each of the Commissioners and potential collaborations in the future.

In addition, Superintendent Jordan discussed specific program priorities. He is very positive about the new direction and strategic plan.

A final draft was presented to the full CEF Board of Directors September 8, 2015 and was passed by a unanimous vote. The plan will be implemented and tracked from 2015-18. Board Subcommittee Chairs will ensure each priority within the strategic plan is implemented, and tracked and that goals are met.

Organizational Analysis

Chatham Education Foundation (CEF) is a nonprofit organization that enriches student learning experiences and teacher effectiveness in Chatham County, North Carolina. Since 1993, CEF's Board of Directors and community volunteers and supporters have brought new learning experiences to public school students and their teachers with grant programs and partnership projects.

CEF was founded in 1993 by concerned parents, teachers and business leaders from across the county to encourage excellence in public education and to support the public schools. Early successes included the development of the Creative Teaching Grants which funded eighteen projects in 1993 with a total of \$6,500 and thirty-two projects in 1994 with a total of \$10,000. Staff Development Grants were also awarded in 1994 of \$3,750.

1995 BOD

Kim Caraganis
Patti Goslen
Susan Helmer
George Gregger-Holt
Anne Geer
Dave Smith
Joy Phillips
Thelma Turner
Tom Fisher
David Blackwell
Louise Barnum
Church Anderson

2001 BOD

Betty Wilson
Don Johnson
Mort Barrow
Jo Ann Robb
Ruth Leight
Judy Morris
Kaye Bryan
Allison Crutchfield
Larry Cheek
Jonathan Daniel
Mary Harris
Perry Harrison
Uva Holland
Tamsie Hughes

2001 BOD Cont.

Alexander Graves
Maria LaPetina
Robert McKinley
Bunkey Morgan
Scott Moreland
Duane Porter
Efrain Ramirez
Irving Rimer
Dave Smith
Carol Stamm
Rob Tharp
Thelma Turner
Rev. Brian Thompson
Marco Zarate

Over the past twenty years some of CEF's accomplishments and programs included:

- National Board Certification Assistance (NBC): CEF offered opportunities to teachers who had earned their NBC status and assisted teachers applying for certification.
- Chatham County Public Education & Economic Development Summit: In 2000 Governor Jim Hunt was the keynote speaker attracting 1,000 attendees
- Committee of 100: Effort to increase awareness and support for quality public schools as well as influence reform
- PTA Officer's Dinner: Hosted to discuss concerns that affect all schools
- Parent Resource Center: Opened in 2000 and offered parents access to a complete K-12 textbook and resource library, parenting and academic skills courses, computer training and free internet access
- Public School Parent Issues Forum: Held countywide
- Candidate Forum: Held for School Board and County Commissioner positions
- Teacher Appreciation Drive: Donations raised in honor of a teacher(s)
- Intercede To Succeed: Awarded a grant for \$116,000 to fund early intervention reading specialists for at-risk students in 3 Chatham Schools – a collaboration with CCS
- Literature Enhancement Project: A program to expanded the teacher's classroom reading training and resources
- Net Day: An effort to give internet access to all schools
- CPR: A Computer Recycling Program
- Project Graduation: A program providing safe options to celebrate graduation from high school

CEF Today

Currently the Board of Directors has seventeen members. The by-laws allow for twenty-one members with a term of three years. The Executive Committee is comprised of the Board Chair, Vice Chair and Treasurer.

CEF is one of many educational foundations in the country. Currently the Executive Director is part-time and works 18 hours a week. One part-time administrative assistant and one part-time bookkeeper help with database entry, gift processing and day-to-day needs. This is the second strategic plan for the organization. An earlier strategic plan was written in 2000.

For the past 20 plus years, CEF awards Creative Teaching Grants and Professional Development Grants to teachers and professional staff in Chatham County public schools. Grants range from \$100 to \$1,500 and make a lasting impact on student achievement. Grants are made possible by donations from individuals, businesses, foundations, event net proceeds and workplace giving campaigns.

For the past three years the Governors Club Wine Society has hosted an event to increase awareness of CEF in this particular neighborhood. This event has increased the awareness of CEF in this particular neighborhood. In addition, CEF hosted its first Showcase of Schools event in 2015. The goals of this event included increasing brand awareness, showcasing Chatham County School's successes and raising funds from business sponsors.

The overall perception of the organization among internal and external stakeholders is positive. Through an organizational assessment conducted by Armstrong McGuire, the following strengths, weaknesses, opportunities and threats were determined:

Strengths

Positive perception of organization
Board members committed to mission, share common desire to serve and improve lives of children
Executive Director is passionate, warm and gets things done
Relationship with CCS
Core pillars of STEM, technology assistance and K-3 literacy
Ability to close education gaps
Engages local community
Provides assistance to innovative teachers

Weaknesses

Name recognition
No media outlet
Size of staff
No strategic plan/development plan
Incorrect data on CCS leads to assumptions
"Selling" CEF to larger base
Events heavy
Governors Club support heavy
Not many Board members from business community
Proving impact of funding

Opportunities

Create clear communication and messaging
Increase awareness
Grow/Diversify Board
Create strategic plan
Ensure donors are aware of impact
Create endowment fund
Strengthen annual campaign
Collaboration with other non profits
Grow staff

Threats

Awareness of impact
Growing population
100 plus non profits in county
Competition for funding
East-West divide
Community resistance to change
Private/Charter Schools

External Environment

There are over 100 nonprofits in Chatham County and growing. Competition for volunteers and funding is increasing. There is no central media source. Chatham County is experiencing a high growth rate with an increasing population of public school-aged children. Parents and community leaders share concerns about how quickly the population is increasing with no written plan for types or locations of new schools.

The County is large and is divided into regions that are very different in wealth and diversity. PTAs, charter schools and private schools all compete for funding and for attendance. CEF's Executive Director maintains a close working relationship with the Superintendent of schools and his/her leadership team. The President (Dr. Bud Marchant) and the Chatham Provost of the Central Carolina Community College were in attendance during the first focus group and are committed to working with CEF moving forward.

Key stakeholders such as businesses and institutions of higher education are concerned about a future workforce to supply future economic development projects such as a mega park and auto manufacturer coming to Chatham County. Employers want to be able to provide future employees with a great public school system. Realtors need to be continually educated about educational opportunities and relay information to prospective new home owners with school aged children.

Chatham County Schools seems to be dealing with old statistics on school achievement and performance. Although CCS currently boasts great statistics, that are competitive with other districts, some of the community will not let go of a negative attitude towards the school system.

CEF does not have offices outside of a trailer that is mainly used as storage. Meetings are held in schools, board member conference rooms or at Chatham County Schools' offices. The organization does not have any programs except the teacher grants program. The strategic plan will serve as a tool to start new programs led by CEF in collaboration with other nonprofits and the school system. CEF would like to change its focus from a pass-through organization to a fully funded nonprofit working on literacy, technology, STEM, teacher professional development and advocate for educational issues faced by the county, state and nation.

Strategic Goals & Objectives

The Strategic planning committee created the following four priorities and goals:

Increase Awareness

Goal: To be the preeminent and recognized source of education support and resources in Chatham County

Increase Revenue

Goal: Build a sustainable, diverse revenue stream in a proactive manner

Board Development

Goal: Develop an active and engaged board whose members are diverse across geography, ethnicity and age, along with a leadership development component to cultivate a "waiting list" of potential new board members

Programs

Goal: To offer well-funded, community supported programs that are implemented with fidelity in our schools. Programs will impact student achievement, develop teacher effectiveness and/or advocate for our students and teachers

2016 – 2018 Strategy Map

VISION

Maximize community investment in the CCS district to support the success of self-sustaining graduates committed to both life-long learning and our community

MISSION

To open doors to educational and personal growth for all students in Chatham County Schools

BELIEFS / CORE VALUES

Beliefs:

- Community investment builds stronger schools.
- Strong school districts willingly embrace change.
- Well-trained educators with access to continuing professional development lead students to stronger student achievement.
- Strong public education is the bedrock for a thriving local economy.

Core Values:

- Student achievement
- Teacher and training excellence
- Innovation and creativity
- Business and community partnerships
- Regional diversity

STRATEGIC PRIORITIES

Increase Awareness

Increase Revenue

Board Development

Program Development

Performance Matrix (All priority outcome measurement goals follow the calendar year except “Increase Revenue” which follows the fiscal year of September 1 to August 31.)

Priority: Increase Awareness			
Goal: To be the preeminent and recognized source of education support and resources in Chatham County			
Success Strategies	Tactics	Responsibility of	Outcome Measures
1) CEF known across the Triangle and name becomes part of common language and well respected 2) CEF logo is widely recognized and mission is understood 3) Board members attend community events as brand ambassadors 4) Organization known as an advocate for CCS, teachers and public education 5) Increased attendance at annual “Showcase of Schools” event	1) Create and implement marketing and promotions plan 2) Send postcards to untapped communities continually 3) Refresh website and update monthly and after events 4) Present “State of the Schools” in at least two locations (4 in year 2 and 6 in year 3) 5) Submit press releases/articles bi-monthly 6) Create online calendar of events for board member/staff attendance 7) Select one advocacy issue to tackle, research and advocate for and spread through “Advisory Council” and PTA meetings (2 issues in year 2 and 1 additional issue in year 3) 8) Increase email campaigns beyond monthly eNewsletter to 6/year (8/year in year 2 and 12/year in year 3) 9) Begin search for Alumni organization from the three County high schools 10) Recruit Back to School item for teachers (hold event in year 2) 11) Attend/visit at least half of the CEF sponsored grant projects to secure testimonials, video and photos 12) Keep Facebook/Twitter pages up-to-date	1) Board members 2) Advocacy / Marketing Committee 3) Executive Director 4) Future Marketing Staff 5) Volunteers	1) Increase social media following by 25% (followers, shared, tweets, retweets) of previous year 2) Increase social media engagement with more comments and conversation tracked by hits 3) Increase website traffic by 10% (# of visitors) 4) Increase eNewsletter distribution list by 50% 5) Increase print/TV/video articles to 5/year (in addition to Chatham Record) 6) CEF board members attend one community/school event per month (meeting minutes). 7) Increase awareness of CEF by schools (survey) 8) At least one CEF Program receiving visibility in community (survey) 9) Attendance for “Showcase of Schools” event increased by 25% (number) 10) Events held/publicity on hot topic advocacy issue
		Resources Needed 1) Increase administrative hours 2) Consultant hours for video/marketing 3) Increased Executive Director Hours 1) Revenue for website refresh and upkeep (Year two: Revenue ads/billboard) 4) Revenue or in kind donation for Back to School items	

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| <ul style="list-style-type: none"> 13) Research partnerships with local universities (year 2 forge partnership) 14) Hold first PTA Presidents' get together 15) Contact sororities in Chatham County for partnership/fundraising 16) Involve Retired Teachers Association | | |
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Increase Awareness Year Two Tactics include: creating and distributing donor/teacher videos, contacted all area fire departments to hold State of Schools, implement a Hall of Fame banquet to enlist alumni support as well as back to school and teacher appreciation billboards and ads.

Increase Awareness Year Two Outcome Measures include:

- 1) Increase social media following by 25% (followers, tweets, reached) of previous year
- 2) CEF has increased print/TV media viewings (clips)
- 3) Increase website traffic by 10% (visits)
- 4) Increase email distribution list by 25%
- 5) Increase print/TV/video articles to 6/year (in addition to Chatham Record)
- 6) CEF board members attended one community/school event per month
- 7) At least three CEF programs are recognized in the community (survey)
- 8) Attendance for the "Showcase of Schools" event is up by 25% (number of attendees)

Increase Awareness Year Three Outcomes Measures include:

- 1) Increase social media following by 25% (followers, tweets, retweets) from previous year
- 2) Increase print/TV media viewings (clips)
- 3) Increase website traffic by 10% (visitors)
- 4) Increase email list by 25%
- 5) Increase print/TV/video articles to 7/year (in addition to Chatham Record)
- 6) CEF board members attend one community/school event per month
- 7) CEF advocating in Chatham County or Region for more than one "hot topics"
- 8) Increase awareness of CEF by schools (survey)
- 9) At least five CEF programs are recognized in the community (survey)
- 10) Attendance for "Showcase of Schools" increased by 25%

Priority: Increase Revenue

Goal: Build a sustainable, diverse revenue stream in a proactive manner

Success Strategies	Tactics	Responsibility of	Outcome Measures
<ol style="list-style-type: none"> 1) Raise \$60,000 in unrestricted revenue(\$80K in year 2, \$100K in year 3) 2) Make 20 cultivation visits to donors with capacity of \$250 or more (40 in year 2, 60 in year 3) 3) Increase renewal donors to 70% (75% in year 2, 80% in year 3) 4) Secure funding to support 1 to 3 new programs in year 1 (1 to 3 in year 2 and 5 or more in year 3) 5) Create monthly payroll deduction or credit card donation opportunity (grow program in year 2 and year 3) 6) Generate \$10,000 from business partners program (\$15K in year 2 and \$25K in year 3) 7) “Showcase of 	<ol style="list-style-type: none"> 1) Continue to increase individual prospect list (Governors Club, Briar Chapel, Preserve, Siler City and Chapel Ridge, Old Chatham Club, AVID list, Morehead scholars) 2) Develop direct mail timeline for annual appeal and implement fall 2015 3) Board develops list of potential donors/prospects to consider face-to-face meetings (125 in year 1, 150 in year 2 and in year 3) 4) Begin developing alumni relationship and research 5) Build/implement donor engagement planning 6) Clearly defined and marketed set of programs in which to raise funds 7) Increase email/social media fundraising 8) Consider a membership model 9) Update list of local/triangle corporations as potential partners 10) Update business partnership plan – 11) Research/plan Hall of Fame event (host in year 2 and 3) 12) Research and plan a new event for 2016 unless we will rely on the Derby and/or Showcase of Schools event as our source of income for 2016 planning purposes. 13) By Program, identify potential donors including time frame, donor details 14) Research implementation and financial requirement for Planned Giving Program 15) Invite speaker to CEF board meetings to discuss 	<ol style="list-style-type: none"> 1) Board members 2) Development Committee 3) Executive Director (increased hours in year 2 and full-time in year 3) 4) (Development staff hired in year 2) <p>Resources Needed</p> <ol style="list-style-type: none"> 1) Increased administrative support 2) Increased fundraising budget for direct mail and online tool for monthly giving program 3) Board solicitation training (major donor and planned giving concentration in year 2) 	<ol style="list-style-type: none"> 1) Number of new donors 2) Number of renewal donors 3) Dollars raised (unrestricted and restricted) 4) Number of “Sustainer” monthly donors 5) Number of solicitations made 6) Number of proposals funded vs. not funded 7) Number of face-to-face solicitation and cultivation meetings 8) Number of new business partners (year 2) 9) Number of individual donors growing from donor to major donor to sustainer to planned giving prospect/donor (year 3)

<p>Schools” event generates \$10,000 in year 1 as an annual culmination to the Business Partners Program</p> <p>8) Revenue diversification percentage gap closing by 3% (3% in year 2 and 5% in year 3)</p> <p>9) Generate \$5,000 in revenue from events in year 2 and \$15K in year 3</p> <p>10) Create Planned Giving program in year 3</p>	<p>options for Planned Giving</p> <p>16) Continue to move donors through pipeline from annual donor - sustainer - major donor - planned donor</p> <p>17) Identify potential government grants consistent with program needs</p> <p>18) (Research crowdfunding in year 2 and test in year3)</p> <p>19) Showcase of Schools event raising \$10,000 in Business Partner Revenue as a culmination of annually partnership opportunities in year 1.</p>		
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Priority: Board Development

Goal: Develop an active and engaged board whose members are diverse across geography, ethnicity and age, along with a leadership development component to cultivate a "waiting list" of potential new board members

Success Strategies	Tactics	Responsibility of	Outcome Measures
<ol style="list-style-type: none"> 1) Active and engaged board of 21 community leaders 2) Regular attendance and participation at board meetings 3) Maintain 100% board financial participation 4) Board members feel comfortable and are active with fundraising efforts 5) Board committees meet regularly with defined goals and actions 6) Strong nominating and terminating committee in place and working 7) Add Strategic plan check in to every board meeting agenda 8) Create Advisory Council (6-10 members) 9) Board Members are confident brand 	<ol style="list-style-type: none"> 1) Create strong nominating and terminating committee 2) Update by-laws allowing for two consecutive three-year terms 3) Create board term and class matrix 4) Create board recruitment process 5) Clarify and document roles and responsibilities of board members and board committees 6) Verify/recruit committee chairs and members annually 7) Hold annual/biannual new board member orientation 8) Provide board member fundraising training annually 9) Create Advisory Council with defined job description (meets biannually) 	<ol style="list-style-type: none"> 1) Board members 2) Nominating Committee/Board Development Committee 3) Executive Director 4) Outside counsel 5) Networking through PTA <p>Resources Needed</p> <ol style="list-style-type: none"> 1) Consultant for annual fundraising training 2) Increased staff hours 	<ol style="list-style-type: none"> 1) By-laws updated 2) Recruited and graduated one third of board members annually 3) All board members participated in annual board campaign 4) Regular meetings and self-sustaining committee meetings held 5) Board adhered to strategic plan with regular check ins at each board meeting 6) Every Board member feels comfortable fundraising and is a brand ambassador 7) Advisory Council met twice

ambassadors for CEF			
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Priority: Program Development

Goal: To offer well-funded, community supported programs that are implemented with fidelity in our schools. Programs will impact student achievement, develop teacher effectiveness and advocate for CCS students and teachers

Success Strategies	Tactics	Responsibility of	Outcome Measures
<p>1) Grow Teacher Grants program by number of grants given out and increased size of grants</p> <p>2) Create and implement five key programs over the next three years to address student achievement, teacher effectiveness and advocacy (1 new program in year 1, 2 additional new programs in year 2 and two additional programs in year 3)</p> <p>3) Establish Chatham Education Council (CEC)</p> <p>4) PTA President Collaborative</p>	<p>1) Implement five of the following programs:</p> <p>a. <u>Read to Succeed</u>. Literacy related projects that will include at a minimum CEF participation in Chatham Reads. Other options: Literacy Summit, summer reading programs, expanded partnership with the Hill Center, and Fit, Fun, Literacy - After school programs that target fitness and literacy.</p> <p>b. <u>STEM Academy</u>: Offer national programs to schools/district that include after school STEM opportunities, summer camps, science kits, field trips, in school opportunities such as STEM mobile bus and mobile planetarium.</p> <p>c. <u>Teachers Learn Tech</u>: Supporting the increase of teacher implementation of technology in the classroom</p> <p>d. <u>Financial Literacy Program</u>: Sponsor learning initiatives in CCS that promote personal finance/collaborate with a bank</p> <p>e. <u>Growing Our Way</u>: Mentoring program targeting most at-risk students (will coordinate trained tutors or partner with AmeriCorps programs)</p> <p>f. <u>Leadership Institute</u>: Select principals and teachers will attend annual / bi-annual events with nationally known practitioners, scholars and business experts.</p>	<p>1) Board members</p> <p>2) Executive Director</p> <p>3) Future program staff</p> <p>4) Volunteers</p> <p>Resources Needed:</p> <p>1) Funding for each program</p> <p>2) Tracking of program revenue if appropriate</p> <p>3) Program staff</p> <p>4) Volunteers</p> <p>5) Board or community lead for each program</p>	<p>1) All programs will have defined, measureable goals and be tracked for impact</p> <p>2) Dollar value of teacher grants awarded</p> <p>3) Number of students reached via teacher grants</p> <p>4) Read to Succeed Measures:</p> <p>a. Number of students reading at grade level</p> <p>b. Number of books read</p> <p>c. Number of volunteer mentors</p> <p>d. Attendance at Literacy Summit</p> <p>5) STEM Academy Measures:</p> <p>a. Number of students attendees in afterschool offering</p> <p>b. Number of students/girl campers</p> <p>c. Number of participants at STEM mobile bus</p> <p>d. Number of students taking STEM courses in middle and high school</p> <p>6) Teachers Learn Tech Measures:</p> <p>a. Teacher survey</p> <p>b. Number of teachers attending orientation</p> <p>7) Financial Literacy Measures:</p> <p>a. Number of students taking sponsored lesson as part of class time</p> <p>b. Pre and post assessment</p> <p>8) Growing Our Way Measures:</p>

- 2) Chatham Education Council (Year 1):
 - a. Create mission/purpose
 - b. Create potential member roster, recruit and hold initial meeting February, 2016
- 3) PTA President Collaborative (Year 1 or 2):
 Convene PTA Presidents for an annual or bi-annual meeting
 - a. Discuss educational best practices
 - b. Discuss school/county education needs
 - c. Brainstorm and implement solution
 - d. Leadership development training
 - e. Coordinate in community projects

- a. Number of trained tutors
- b. Hours of tutoring time
- c. Number of students
- d. Increased end of year test scores
- e. Pre and post student survey
- 9) Chatham Education Council
 - a. Membership and attendance and participation in Chatham Education Council meetings
 - b. Council identifies 2-3 hot button issues to tackle
 - c. Council finds solution and moves towards a successful outcome on at least one main education issue faced in Chatham County
- 10) PTA President Collaborative
 - a. Attendance and participation at PTA Presidents' meetings
 - b. Addressing common problems
 - c. Provide constructive collaborative feedback to the District regarding students, parents and/or teachers