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LETTER FROM LEADERSHIP

## NIET partners,

This year, we continued to see building instructional skill and leadership as the key lever for improving student outcomes. The research-based practices at the core of our work — building the instructional practices of every teacher through collaborative professional learning teams and individual classroom coaching — have many complementary benefits, including creating cohesion in mission, creating clarity around school goals, and building relationships. The power behind these practices is their proven impact on helping districts and schools *to build instructional skill and leadership* in the profession to increase student achievement.

Additionally, we know a comprehensive approach

to increasing teacher and leader effectiveness such as our TAP System has longer-term positive impacts on economic and social measures. In a study released this year by the National Bureau of Economic Research, the authors found the benefits of the TAP System provide a return on investment of a remarkable 14 to 1.

While we continue to see results across our partnerships, the most successful learning gains are evident in states, districts, and schools that invested in teacher leaders as part of a system for instructional excellence and improvement. With our partners, we continue to prove that building the capacity of teachers and leaders is the most effective way to support student success.

Drawing on our more than two decades of work, we continue to see new needs in schools. This year, we focused our innovation efforts to address

*With our partners, we continue to prove that building the capacity of teachers and leaders is the most effective way to support student success.*

those needs through three new initiatives that will be released for 2024. Our *BRIDGE* initiative (Building Rigorous Induction and Development to Grow Educators) expands effective mentoring and induction to better support individuals entering the classroom through different certification routes. The *Teacher Leadership Solution* supports all levels of leadership to create an aligned and coherent system that takes advantage of the skills and knowledge of teacher leaders to improve instruction at scale. And NIET's upcoming book, *Unleashing Teacher Leadership*, provides a toolkit for developing skills as a teacher leader.

These new innovations combine with our proven impact in partnerships to allow us to scale the most effective practices and advance statewide priorities that include literacy, high-quality curricula, increased teacher compensation, and opportunities

for teacher leadership.

For example, in Tennessee, NIET expanded support for districts implementing high-quality instructional materials through the Tennessee Literacy Network and Tennessee Math Implementation Grant, bringing our high-impact training and on-site support to help districts reach their goals. In Texas, we continue to expand our support in Strong Foundations for Literacy and Math.

This year, we once again observed our partner schools achieve results substantially different from those around them, including being recognized among the finalists for the World's Best School Prize, as Blue Ribbon Schools, and for best-in-state, best-in-district, and best-in-nation performance. We also saw NIET-supported schools consistently achieve higher teacher retention rates compared to schools around them.

These accomplishments were the direct result of your focus on cultivating highly talented teachers and establishing an environment where teachers can work and flourish through the support of highly effective leaders.

Together, we look forward to expanding on this foundation of success to continue creating opportunities for all students.

*Louise Miller    Joshua H. Barnett*





OUR IMPACT

# Study Finds TAP System Increases Long-Term Student Success in South Carolina

In spring 2023, the National Bureau of Economic Research (NBER) released a study, titled “The Long Run Effects of a Comprehensive Teacher Performance Pay Program on Student Outcomes,” demonstrating that performance compensation for teachers yields improvements in student outcomes if teachers are provided with a system of ongoing support and coaching. Researchers concluded that the TAP System created an estimated \$14 in benefits for every \$1 invested. The study provides powerful evidence that the TAP System is a cost-effective strategy for improving short- and long-term outcomes for students.

Authors Sarah Cohodes (Columbia University), Ozkan Eren (University of California at Riverside), and Orgul Ozturk (University of South Carolina) studied South Carolina schools across multiple districts and multiple years that implemented the TAP System beginning in 2007 with the support of

federal Teacher Incentive Fund grants.

The authors studied cohorts of eighth graders through young adulthood and found that the implementation of the TAP System had a significant impact on student academic and social outcomes, including reduced reliance on welfare programs and reduced arrest rates. The longer a student was exposed to the TAP System, the greater the benefits. For example, the likelihood of 12th grade enrollment almost quadrupled, increasing by 2.1 percentage points after one year of exposure, and by 7.7 percentage points after four years of exposure.

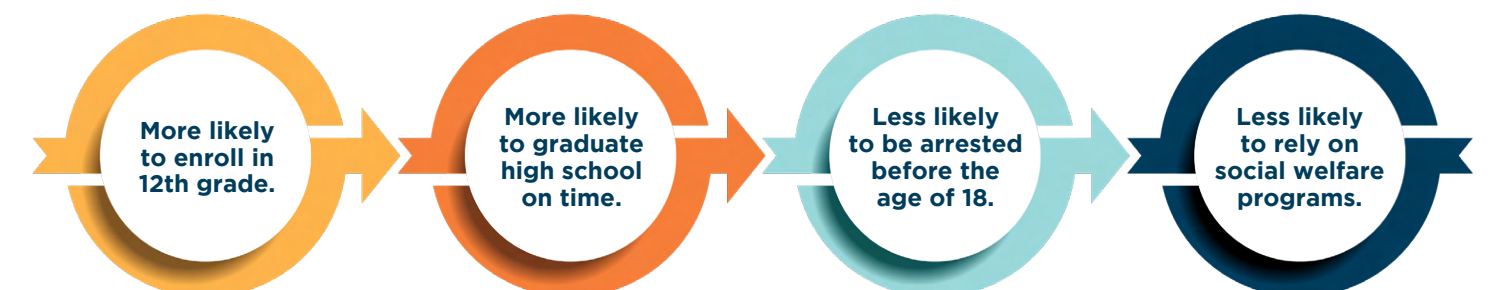
NIET has worked with districts in South Carolina to implement the

TAP System, which creates teacher leadership positions that allow teachers to advance professionally without leaving the classroom, along with opportunities to earn additional compensation based on performance. The state teaching standards rubric, *South Carolina Teaching Standards 4.0*, aligns to NIET’s *Teaching and Learning Standards*, further bolstering the effort.

Researchers suggested that what makes the TAP System stand out from other efforts — and what leads to impact across states — is its emphasis on research-based strategies for feedback and support from teacher leaders to improve classroom instruction and student outcomes.

*The study provides powerful evidence that the TAP System is a cost-effective strategy for improving short- and long-term outcomes for students.*

The study found that eighth grade students in TAP System schools were:



# By the Numbers



**9,000**  
School partners\*



Aspiring teachers supported



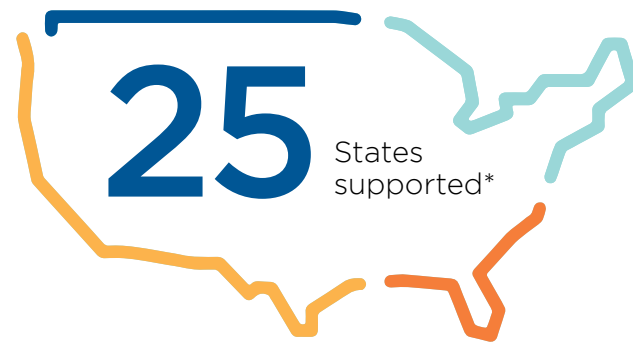
**300,000**  
Teachers impacted\*

**11k**

Support days provided

**14:1**

TAP System return on investment†



25 States supported\*

**35,000**

Teacher leaders trained\*

**2.25M**

Page views in EE PASS



**2k**

Conference attendees

**10k**

School leaders trained\*



**3,000,000**

Students impacted\*

## OUR IMPACT

# Recognizing Excellence

### NIET Founder's Award

Five schools were recognized as finalists for the 2023 NIET Founder's Award for excellence in educator effectiveness and student success. The 2023 Founder's Award winner was Desert Thunder School.

#### ★ Desert Thunder School

Avondale Elementary School District, Arizona  
**Founder's Award Winner**

• Dr. Lonnie Green Elementary  
San Felipe Del Rio CISD, Texas  
**Founder's Award Finalist**

• Forest Acres Elementary School  
School District of Pickens County, South Carolina  
**Founder's Award Finalist**

• Slaughter Elementary School  
East Feliciana Public Schools, Louisiana  
**Founder's Award Finalist**

• William Henry Burkhart Elementary  
Perry Township Schools, Indiana  
**Founder's Award Finalist**



### District Award of Excellence for Educator Effectiveness

NIET's district recognition award recognizes excellence in building systems for educator effectiveness at the district level.

★ **Goshen Community Schools**  
Goshen, Indiana

### School of Promise Award

NIET recognizes schools making a strong start on their path to increasing educator effectiveness.

★ **Irene Lopez Elementary**  
Roosevelt School District, Arizona

★ **Woodmere Elementary**  
Jefferson Parish Schools, Louisiana

## Recognition Through the World's Best School Prize

Burkhart Elementary School, located in Indianapolis, Indiana, in Perry Township Schools, was recognized this year as one of three finalists for T4 Education's prestigious World's Best School Prize in the Community Collaboration category.

Burkhart Elementary is honored for its dedication to excellence in teaching

and equity for all students, many of whom are Burmese refugees who have joined the community over the past decade. With its focus on supporting great classroom teaching and learning, Burkhart Elementary has seen substantially improved student performance on state assessments and has previously earned the Title I Distinguished School Award for

Exceptional Student Performance from the Indiana Department of Education. NIET has worked with Perry Township Schools for more than 10 years to help build the capacity of educators to provide each student with strong instruction, and Burkhart Elementary was a 2023 NIET Founder's Award finalist.



GROWING STATEWIDE PARTNERSHIPS

## Innovative Staffing Supports Teachers Across Arizona

NIET works with school districts and educator preparation programs across the state of Arizona, improving the skills of both veteran and aspiring teachers to support student learning. Partnerships with Arizona State University (ASU) and Northern Arizona University strengthen educator preparation coursework

and clinical experiences using the NIET *Aspiring Teacher Rubric*. NIET is also strengthening the bridge from preparation to the classroom through new teacher induction and mentoring. This support has a measurable impact on teacher retention while helping new teachers to be more effective earlier in their careers. In addition, NIET is working

with ASU's Next Education Workforce initiative to develop flexible staffing models and create new pathways to the classroom. NIET is helping to create an instrument that allows teams of educators to discern which elements of Next Education models they are implementing well and to identify areas of improvement and growth.

### High-need schools and districts are increasing student success and closing gaps

NIET supports districts across the state to strengthen the teacher and leader pipeline, improve classroom instruction, and raise student achievement. The results of this investment over a decade can be seen in the success achieved by individual schools and districtwide. Avondale Elementary School District, located outside of Phoenix, raised student learning results and outpaced the state. This year, Avondale's Desert Thunder School earned national recognition and was featured on PBS's *Arizona Horizon* program.

Phoenix's Roosevelt Elementary School District is partnering with NIET to support 15 designated Targeted School Improvement schools via a grant from the Arizona Department

*NIET supports districts across the state to strengthen the teacher and leader pipeline, improve classroom instruction, and raise student achievement. The results of this investment over a decade can be seen in the success achieved by individual schools and districtwide.*

of Education. NIET provides principal coaching and teacher leader support, supports the district Teaching and Learning Department with the Roosevelt Instructional Model, and is helping transform professional learning communities into data-driven decision-making hubs based on the individual needs of teachers and students.

NIET has also supported significant academic achievement in Gadsden Elementary School District #32, located near the U.S./Mexico border in San Luis. Gadsden partners with

NIET to support school and teacher leaders to set goals, design learning to meet these goals, adjust based on student learning needs, and continue to improve instruction in every classroom. NIET supports school leaders to lead this work while developing their own instructional leadership skills. This structure expands the amount of instructional leadership capacity in each building and creates a system for continuous improvement of classroom teaching and learning.





GROWING STATEWIDE PARTNERSHIPS

# Teacher Leadership Creates Career Pathways in Indiana

In Indiana, the impact of the teacher leadership and capacity-building work led by NIET and our district partners has created teacher career pathways and leadership structures. State policies and funding are increasingly supporting this work, and NIET's approach to teacher leadership was highlighted this summer in a state report on the impact of career pathways. The report found teachers are increasingly looking for leadership opportunities, and that teacher leadership is

improving the quality of classroom teaching and learning. For example, Muncie Community Schools used the Indiana Career Ladder grant to establish instructionally focused teacher leadership roles that are now a core part of the district improvement plan. Master teachers help teachers think through new activities and ways to differentiate learning to support each student, and individual coaching provided by teacher leaders is critical in helping experienced and new

teachers take their practice to the next level. George Washington High School in Indianapolis Public Schools received state funding to strengthen school leadership teams. By elevating teachers into leadership positions that are squarely focused on improving classroom instruction across their building, George Washington High School is seeing an impact on teacher practices and student engagement.

## New teacher preparation and retention

Supporting new teachers to be more effective early in their careers is at the heart of an innovative partnership making a difference in schools in the Indianapolis metro area. The Marian Promise residency program is a collaborative effort among multiple high-need school districts, the Klipsch Educators College at Marian University, and NIET. The partnership addresses critical needs in the districts and state through the development of a residency and induction system for the recruitment, preparation, and continued development of highly

effective new teachers. Marian Promise is helping Indiana districts put in place a system of support for new teachers to increase their effectiveness and retention, thereby positively impacting the achievement of the students they serve.

## Elevating educator voices

As teacher and school leaders across Indiana develop their instructional leadership skills, they become experts on the best practices and strategies that impact their fellow educators and their students. To recognize and share this expertise, NIET created the

Indiana Educator Advisory Board (IN EAB). The IN EAB includes leaders from across the state — ranging from teacher and school leaders to district administrators. This year, the IN EAB provided a networking opportunity for members and served as a source of information about how teacher leadership and career pathways can be designed and supported to have the greatest impact on classroom teaching and student learning. Sharing best practices and collaborating to address challenges with colleagues from across the state have helped our partners to build their own expertise, expand their networks, and provide a coordinated source of feedback on state policy initiatives.



*Master teachers help teachers think through new activities and ways to differentiate learning to support each student, and individual coaching provided by teacher leaders is critical in helping experienced and new teachers take their practice to the next level.*



GROWING STATEWIDE PARTNERSHIPS

# Louisiana Sees Results From State Commitment to Building Educator Capacity

**N**IET works with school districts across Louisiana to build instructional and leadership capacity and to support the implementation of high-quality curricula. In partnership with district and school leaders, we are helping to build school-based leadership teams and train teacher leaders to lead weekly professional learning and classroom coaching. Teacher leaders are a key lever of change, leading school-based professional learning around how to use high-quality

curricula to support student success. School-based professional learning is directly aligned with district support, creating greater consistency and coherence for teachers.

## NIET's work is expanding statewide

Based on the success of this work, the Louisiana Department of Education partnered with NIET to deliver

statewide training and on-site support for districts to successfully implement best practices. In addition, NIET is supporting the statewide rollout of a new observation and support system built on evidence-based teaching and learning standards and a process for providing teachers and school leaders with timely and accurate feedback for improvement. This new approach to evaluation responds to teachers' requests for higher quality, actionable, and more frequent feedback.

*NIET has partnered with Ascension for over a decade, putting in place systems for high-impact professional learning and classroom coaching to make great classroom teaching accessible for every student.*

## A comprehensive approach to school success shows results

NIET supports each district based on its unique needs and works to build alignment toward measurable goals. For example, DeSoto Parish Schools in northwest Louisiana has worked with NIET for more than a decade. Through building the skills of teacher leaders and school leaders to guide school improvement, they continually evolved their practices, resulting in the district moving from 45th in the

state in 2009 to sixth in the state, and being one of only seven districts with an "A" rating in 2022.

Another longtime NIET partner, Ascension Public Schools, outperformed the state in every subject on the 2023 Louisiana Educational Assessment Program (LEAP), topping the state performance in each tested subject by 16 to 19 points. Additionally, 51% of Ascension students scored at the level of mastery and above across the four subjects tested, with 61% of students achieving mastery and above in English language arts.

The results in our partner districts illustrate the power of investing in great classroom teaching and building the capacity of teachers and leaders. NIET's partnerships have put in place systems for high-impact professional learning and classroom coaching to make great classroom teaching accessible for every student.

Teacher leaders are a core part of our partners' success across Louisiana, with many teacher leaders moving into school and district leadership roles that provide opportunities for continuing improvement in instruction and student success.







GROWING STATEWIDE PARTNERSHIPS

# Tennessee Tackles High-Quality Instructional Materials

In 2023, NIET expanded our support for districts implementing high-quality instructional materials through the Tennessee Literacy Network and Tennessee Math Implementation Grant. Both were created with funding from the state to support the implementation of high-quality English language arts (ELA) and math instructional materials for pre-K-12 students.

## Ensuring high-quality instructional materials have an impact

Too often, teachers receive limited training on new high-quality curricula and are on their own in figuring out how to implement them in the classroom. This is particularly true in rural districts with fewer resources for professional learning and coaching.

Through the Literacy Network and Math Implementation Grant, teachers and leaders are supported to more effectively use the high-quality curricula their districts adopted. While the Math Implementation Grant allows districts the autonomy to customize and target their implementation support to suit their own local needs, the Literacy Network is designed to allow districts to learn from one another within a network. NIET is working with 12 districts

in the Mid-Cumberland and South Central regions as part of the Literacy Network, and with 29 districts across the state as part of the Math Implementation Grant.

Tennessee propelled high-quality math curriculum through a two-year grant that gave districts funding to select a partner to support their implementation. This implementation support provides all layers of school and district staff support in using the state's Instructional Practice Guides and Instructional Focus Documents, and focuses on district actions to build capacity for district leaders, principals, math coaches, and teachers. NIET is supporting each district to implement a high-quality math curriculum in ways that build on their unique needs and strengths as a district while incorporating practices that enable all students to engage with and succeed in math. Success in math is a key part of districts' plans

*Networks build the capacity of educators to recognize how high-quality instructional materials impact the texts that students are reading, the alignment to grade-level standards in questions and tasks, and the opportunities for students to make choices and take greater ownership of their learning.*

for strengthening other areas of STEM education and expanding students' opportunities.

Key to the collaborative structure of the Tennessee Literacy Network are mentor districts, which have multiple years of high-quality implementation experience and bring this expertise to support districts that have adopted new materials in the past year. The networks build the capacity of educators to recognize how high-

quality instructional materials impact the texts that students are reading, the alignment to grade-level standards in questions and tasks, and the opportunities for students to make choices and take greater ownership of their learning. Learning walks, focused monthly professional development, and collaborative preparation opportunities have resulted in improved instructional practices and student outcomes.





GROWING STATEWIDE PARTNERSHIPS

# Statewide Initiatives in Texas Increase Teacher Effectiveness

As many states take steps to increase teacher pay in response to teacher shortages, Texas provides a powerful example of how new funds can be targeted to attract and retain effective educators in high-need and rural schools. The Texas Incentive Allotment (TIA) is a strategic compensation program enacted as part of House Bill 3 in 2019 to recognize and reward teacher performance, increase recruitment, improve equitable distribution of

effective educators, and retain teachers, particularly in high-need and rural schools.

Districts can receive up to \$32,000 per teacher per year, with awards weighted more heavily if the school is rural and/or has a low socioeconomic status. First, districts develop a local designation system to be approved by the Texas Education Agency (TEA) in partnership with Texas Tech University. Teachers are then designated as Recognized, Exemplary, or Master

based on multiple measures of teacher skill, performance, and student academic growth. The designation is applied to and remains on a teacher's certificate for five years, and the school where the teacher works is awarded the TIA funding annually.

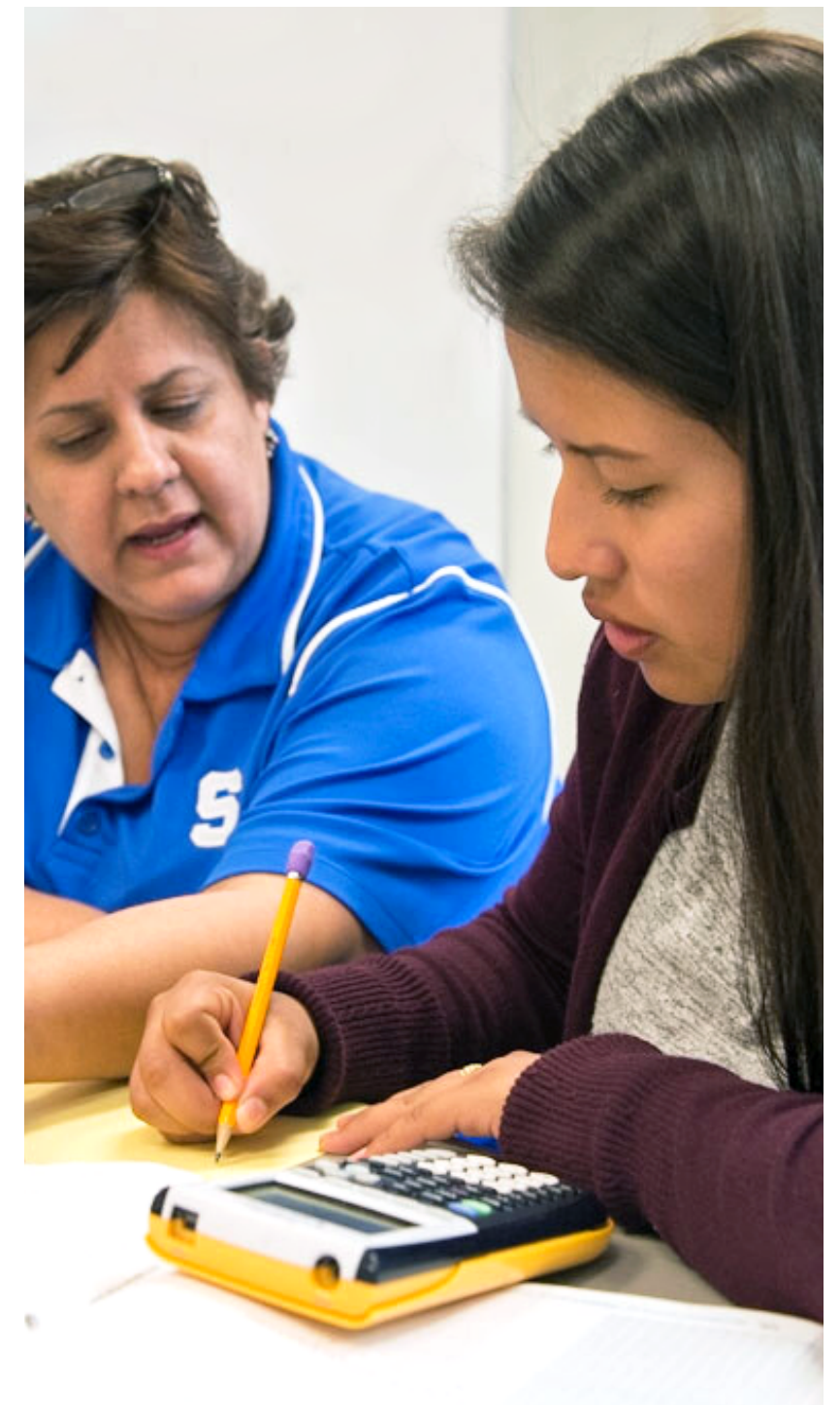
NIET has been approved by TEA to deliver a wide spectrum of coaching and services to help districts as they design TIA plans and work with them every step of the way: from the creation of local designation systems

and their TIA plan to the teacher observation and appraisal, data analysis, compensation, change management, and communication strategies necessary for successful implementation. Up to 10% of the funding districts receive through TIA can be used for costs associated with implementing and maintaining their TIA system, including teacher leadership and professional learning systems.

## Strengthening mentoring for new teachers

NIET's work with partners on the Mentor Program Allotment (MPA) is based on a proven track record in developing teacher leaders. NIET's mentor training builds skills and knowledge across a range of topics such as understanding and building trust with adult learners, using data to improve teaching, providing high-quality feedback to transform and advance instructional practices, and creating continuous cycles of improvement. School and district leaders participate in training and support before and during the school year to build a common understanding of the work of mentors and the goals of the program.

The investments to focus the work of mentors on instructional improvement have produced strong results. New teachers are returning at higher rates and, just as important, learning how to reflect on and improve their practice. District leaders share that their most effective teachers have the opportunity to take on a leadership role as a mentor, continuing to develop their skills and knowledge and earning additional compensation for their work. This structure of support builds instructional leadership capacity and expertise in each school and across the district. As districts respond to challenges, well-trained, effective mentors and coaches are critical to creating an equitable and inclusive learning system that meets the needs of every student.



*NIET's mentor training builds skills and knowledge across a range of topics such as understanding and building trust with adult learners, using data to improve teaching, providing high-quality feedback to transform and advance instructional practices, and creating continuous cycles of improvement.*



GROWING STATEWIDE PARTNERSHIPS

# Big Changes Bring Opportunity in Arkansas

With the passage of the LEARNS Act, Arkansas made historic changes to K-12 education, including new requirements for third grade literacy and increased teacher compensation. NIET is supporting district leaders to respond to these changes and opportunities through executive coaching that builds on

the support they receive from the Arkansas Association of Educational Administrators (AAEA). NIET's support provides superintendents with two additional years of coaching that build on the initial year of coaching provided to new superintendents by AAEA.

## Teacher leadership and compensation opportunities

This year, the Arkansas Department of Education selected NIET and our teacher leadership training as an approved pathway for Arkansas teachers to earn the Lead Professional

*NIET's training and support for teachers seeking the Lead Professional Educator Designation empower participants to grow as teacher leaders, leverage instructional expertise, make data-driven decisions, and foster collaborative partnerships.*

Educator Designation. Arkansas's Professional Educator Designations provide career opportunities and financial incentives to teachers while also building instructional leadership capacity. NIET's training and support for teachers seeking the Lead Professional Educator Designation empower participants to grow as teacher leaders, leverage instructional expertise, make data-driven decisions, and foster collaborative partnerships. Teachers attend and engage in four core teacher leadership-focused trainings and receive on-site support from an NIET specialist. Earning the Lead Professional Educator

Designation prepares teachers to lead and support their colleagues from the classroom through training and on-site coaching that builds instructional expertise.

## Supporting rural communities

Schools in rural communities face many challenges in retaining effective teachers, including the need for educators to serve multiple roles, lower teacher salaries, and fewer resources to address the needs of their students.

NIET's partnership with AAEA and the Walton Family Foundation supports students and teachers in rural parts of the state through the Arkansas Rural Educator Network (AREN). AREN builds instructional leadership and strengthens the implementation of high-quality curricula in rural schools. The network provides an opportunity for educators in rural districts across the state to collaborate and develop communities of practice while receiving expert coaching from NIET. Twenty-three school districts in Arkansas — all of which are located in rural and remote parts of the state — are served by this partnership.





GROWING STATEWIDE PARTNERSHIPS

## South Carolina School Leaders Build Instructional Leadership

The impact of NIET's work with principals continues to grow and show results. Orangeburg County School District, a long-time partner, achieved growth in every tested subject for the first time ever in 2023. Orangeburg is a member of the South Carolina Principal Leadership Network, a two-year cohort-based program to build leadership capacity and skills in high-need districts. Through intensive coaching and support for school leaders, particularly those in underserved communities, NIET helps leaders build their capacity to coach classroom teachers. For example, NIET coaches principals in the use of walk-throughs to identify and address immediate

instructional needs, and in planning how to increase students' access to high-quality STEM education and social-emotional learning opportunities. The network includes five districts, reaching more than 150 administrators in 78 schools that serve a total of 58,000 students.

Increasing access to great classroom teaching is central to school and district success. To address this challenge, NIET partners with districts statewide to provide instructional training to teachers, principals, and district leaders. The training aligns with the *South Carolina Teaching Standards 4.0 Rubric* and covers topics that include planning, delivering instruction, and building

a strong classroom and school environment. A key aspect of the training is that it gives teachers across the state a chance to learn from one another. Examining new techniques together helps educators make connections to their everyday practice and understand how deeper-level learning can be achieved.

NIET partner schools in South Carolina that implemented the TAP System gained national attention after a study released this year demonstrated the impact of the TAP System on student academic outcomes. Read more about the study released by the National Bureau of Economic Research in the section of this report entitled *Our Impact*.

INVESTING IN INNOVATION

## Learn From the Teacher Leadership Experts in Our Upcoming Book

The power of teacher leadership as a lever for change has been the driving force of our work with partners across the country for more than two decades. In 2023, we captured the most impactful lessons learned on developing and supporting teacher leaders in a new book entitled *Unleashing Teacher Leadership: A Toolkit for Ensuring Effective Instruction in Every Classroom*.

Based on our experiences and the outcomes we have seen, we identified specific teacher leader practices that result in the effective scaling of high-quality instructional work in schools. Our experiences are supported by an extensive body of research that has examined the significant value of teacher leadership and the qualities that effective teacher leaders have or need. This book allows us to share these practices and the practical ways

to utilize them not only to elevate educators, but also to unleash the power of teacher leadership in your school and district.

The book provides a unique opportunity for school and teacher leaders to develop, hone, and support their skills. Throughout this book, we detail the practices that teacher leaders should engage in on a daily basis and emphasize how teacher leaders are developed, supported,

and sustained.

Within each chapter, you will find examples, user-friendly tools, and an explanation of why elements of teacher leadership are vital and how best to incorporate them into your classroom and school. Our hope is to inspire existing teacher leaders and develop the next generation of teacher leaders to advance educator effectiveness and improve outcomes for all students.



# EE PASS 2.0 Upgrades and New Resources Respond to Educators' Needs

Educators are increasingly looking for online resources that support their growth and continuous learning. At the same time, growing numbers of teachers and school leaders are entering the profession through varying routes and preparation experiences.

NIET's online platform, EE PASS, addresses these realities by enabling teachers to search for relevant content, see real-life examples of classroom practice, and access learning 24/7. EE PASS provides access to high-quality video and analysis of classroom and leadership practice, and resources to build professional skills.

The new features we are excited about in EE PASS 2.0 include Netflix-style functionality that brings new content to your attention based on your profile — with "Recommended" and "Liked" content appearing at the top of the Content Library page. EE PASS 2.0 is user-friendly, with a modernized, customizable view and an innovative analytics panel that offers leaders insight into real-time observation and certification data.

The resources on EE PASS 2.0 support educators to develop effective instructional practices. The platform offers



hundreds of hours of high-impact classroom teaching, with an evaluation and analysis of effective practices, and follow-up coaching conversations. With this high-quality professional learning content, combined with EE PASS 2.0's innovative design and functionality, we look forward to further supporting partners in achieving success.

## New EE PASS 2.0 features include:



**Smart Content**  
Platform recommends content based on user profile, history, and engagement.



**Personalized Learning**  
Platform provides individualized and customizable professional learning journey.



**Custom Solutions**  
Platform facilitates leaders sharing content with educators.

## Our Mission

# Building educator excellence to give all students the opportunity for success.

**Our Vision** Our vision is that every student in America is taught by an excellent teacher and supported by effective leaders every year. We believe intentional, sustained, and high-quality investments in educators directly result in success for all students and are essential to eliminating equity gaps. As a result, NIET is committed to raising achievement levels for all students by focusing on the most powerful lever for change — teachers and the leadership that supports them.

## NIET Educator Advisory Board

**Dr. Ashley Anderson-Murray**  
*Director of Teacher Evaluation & Coaching, School District of Pickens County, South Carolina*

**Robin Curry**  
*Principal, Sarah Moore Greene Magnet Academy, Knox County Schools, Tennessee*

**Sheba Pugh**  
*Master Teacher, Fair Park Preparatory Academy, Caddo Parish Schools, Louisiana*

**Vanessa Gonzalez**  
*Professional Development Director, Gadsden Elementary School District #32, Arizona*

**Dr. Carlos Rios**  
*Superintendent of Schools, San Felipe Del Rio Consolidated Independent School District, Texas*

**Nieves Carrales**  
*Principal, Somerset Elementary School, Somerset Independent School District, Texas*

**Dr. Lee Ann Kwiatkowski**  
*Director of Public Education and Chief Executive Officer, Muncie Community Schools, Indiana*

**Dr. Ameca Thomas**  
*Superintendent, Laurens County School District #55, South Carolina*

**Dr. Jenna Chiasson**  
*Deputy Superintendent of Teaching and Learning: District Support, Louisiana Department of Education, Louisiana*

**Keisha Netterville**  
*Superintendent, East Feliciana Public Schools, Louisiana*

**Dr. LaTonya Turner**  
*Dean, Klipsch Educators College at Marian University, Indiana*

## Board Members

**Lowell Milken**  
*Founder and Chairman*

**Dr. Gary Stark**  
*Vice Chairman*

**Dr. James W. Guthrie**  
*Board Member*

**Dr. Bryan Johnson**  
*Board Member*

**Dr. Wayne D. Lewis Jr.**  
*Board Member*

**Dr. Candice McQueen**  
*Board Member*

**Dr. Ted Sanders**  
*Board Member*

**Ray Simon**  
*Board Member*

# NIET Team Members

NIET's team includes a diverse set of educators and other professionals who bring deep expertise and a variety of experiences.

- |                       |                         |                        |                        |
|-----------------------|-------------------------|------------------------|------------------------|
| Britney Allen         | Scott Duncan            | Jodi Leckbee           | Marina Serdiouk        |
| Kennette Bardell      | Sherrie Fairchild-Keyes | Trevor Leutscher       | Amber Simpson          |
| Joshua Barnett        | LaDazha Ford            | Lori Line              | Kimberlyn Slagle       |
| Melissa Blossom       | Trey Forrester          | Handrea Logis          | Courtney Smith         |
| Jennifer Board        | Erin Foster             | Marjorie Manuel-Rabun  | Robert Stell           |
| Nicole Bolen          | Amy Gayle               | Caroline Martin        | Lydia Stevenson        |
| Robbin Boudreaux      | Nicole Gonzalez         | Quinn McInnis          | Christa Stewart        |
| Jennifer Oliver Brady | Angela Griffis          | Abigail McKamey        | Natalie Szakacs        |
| Bobbie Jo Bright      | Karen Grose             | Kim Melancon           | Laura Tew              |
| Teddy Broussard       | Venitia Guerrieri       | Elizabeth (Liz) Miller | Nicole McNeil Teyechea |
| Angelina Burrows      | Theresa Hamilton        | Kelly Minick           | Lucia Thallas          |
| Amy Campbell          | Kimberly Herring        | Stephanie Mosqueda     | Christina Valdes       |
| Shayla Canady         | Saul Hinojosa           | Chrissy Murphy         | Kristan Van Hook       |
| Kristina Carssow      | Pilar Holtrop           | Claire Murray          | Robin Variest          |
| Danielle Chretien     | Tanee Hudgens           | Ann Nielsen            | Lauren Waldow          |
| Vicky Condalary       | Christina Hulin         | Rosette Osamba         | Sandra Walker-Parker   |
| Matt Connor           | Theresa Hussey          | Lindsey Parker         | Amanda Warwick         |
| Robin Cornet          | Tracy Hypolite          | Tammy Peterson         | Tiwanaha Washington    |
| Jill Crain            | Marquita Jackson        | Keely Potter           | Devon Willis-Jones     |
| Jill Crossley         | Sarah Jolly-Swift       | Patrice Pujol          | Chastity Wilson        |
| Patti Cruz            | Tiffaney Kelly          | Carrie Pullins         | Kevin Winters          |
| Alison Cutler         | Angie Kendall           | Courtney Rayburn       | Michelle Wolfenbarger  |
| Angela Davis          | Ruhi Khan               | Megan Rischard         | Jennifer Woods         |
| Tasha Dawson          | Stacy Knoop             | Paulette Rowell        | April Woolard          |
| Kathleen Deleon       | Kyle Kovach             | Tad Savage             | Amy Wooten             |
| Andrea Divine         | Davita Lancelin         | Molly Sears            |                        |

# Our Core Values

NIET is guided by core values that are central to upholding our mission and vision, and describe how we work with one another and our partners. The core values characterize the way NIET works both internally and externally as we advance our mission. In addition, **integrity** and **equity** are fundamental qualities that undergird all of our core values and are present at the highest level in all employees of NIET every day.



## Excellence

We hold ourselves and our colleagues to the highest standards that exemplify excellence in our daily work and in achieving our goals. We actively reflect, seek, and give feedback in an effort to advance outcomes for ourselves and the educators we serve. We believe in the importance of continuous improvement, and we constantly strive for a higher level of performance in all of our work.



## Teamwork

We believe that teams, composed of high-performing team members, can have an enormous impact on teacher performance and student achievement. We value the diverse experiences and commitment to service that each team member brings. We strive to communicate effectively within teams and across teams, ensuring that we are successful in helping all educators reach their potential.



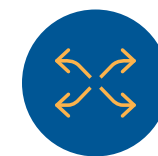
## Enthusiasm

We believe in the potential of all students to reach high levels of academic achievement. Thus, we believe that, in collaboration with our colleagues, we can and will build a system of support that helps all students meet their potential. To this end, we operate with a strong sense of possibility, energy, and passion that results in excitement in how we work with our partners and in all that we do.



## Student-Outcomes Focused

We are unwaveringly student-centered in our decision-making, prioritizing the needs of students as we work in states, universities, districts, schools, and classrooms. We align our words and our actions to the core belief that all students can achieve at a high level when we provide the opportunities that they deserve.



## Agility

We know that it is important to be responsive to what is going on around us, from our partner needs to the priorities of the states in which we serve. This means we must listen, learn, flex, and customize to these needs as much as possible. As we respond, we must be able to think and move quickly and easily while ensuring we respond with evidence-based practices, with depth in professional learning, and in user-friendly modalities.



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