

Tennessee Educators of Color Alliance

September 2024

Presented by
SchermCo

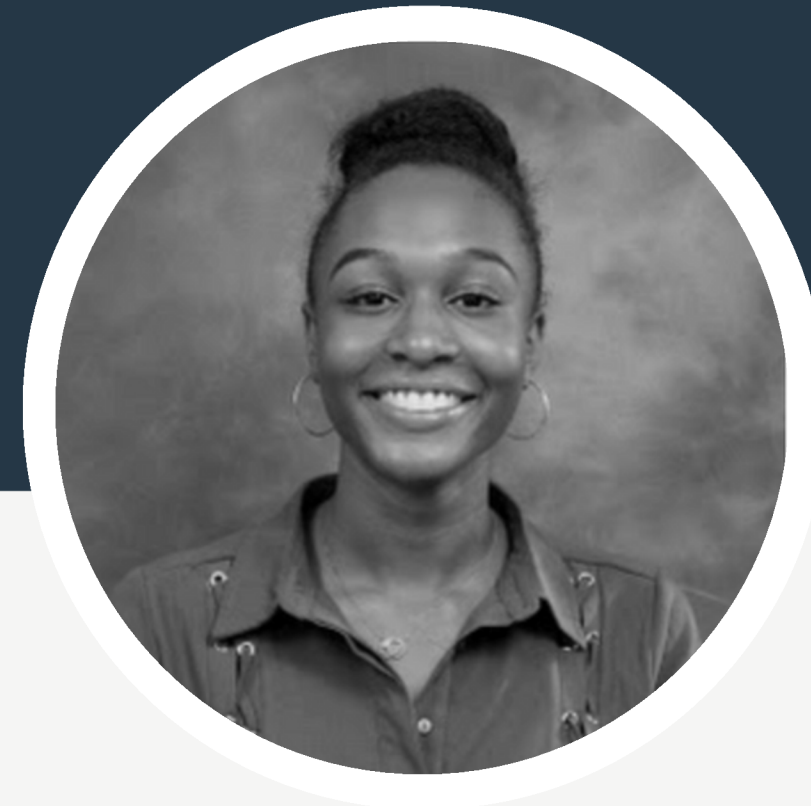


SchermCo Team



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Founder & Principal



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Partnership Objective

To determine a sustainable path forward for TECA to foster sponsorship opportunities, program impact, and strategic vision

Project Milestones

I

INTERNAL ANALYSIS
MARCH - APRIL 2024

II

EXTERNAL ENGAGEMENT + MARKET ANALYSIS
MAY - JUNE 2024

III

STRATEGIC TESTING
JULY 2024

IV

DELIVERABLE + IMPLEMENTATION
AUGUST - SEPTEMBER 2024

Deliverables & Resources

50+ SLIDE STRATEGIC PLAN DECK

8-10 PAGE STRATEGIC PLAN SUMMARY

INTERACTIVE BUDGETING TOOL



Vision Statement

TECA's mission is to provide high-quality programming and networking opportunities that create a safe space for educators of color across Tennessee. Leveraging the experiences of our cohorts, TECA empowers educators to become strong advocates for education equity, focusing on leadership development, retainment and storytelling of educators of color.

Strategic Goals

SchermCo partnered with TECA in March 2024 to determine a sustainable path forward for TECA in areas of program impact and strategic vision. We centered our work on the following questions:

How is TECA perceived in the community?

What quantifiable goals can TECA set to achieve in the next three years?

Can TECA sharpen its program outcomes + metrics to better clarify what they do in the community?

How can TECA sustainably prepare for the Founder's transition?

The Macro Goal

By Fiscal Year 2028, TECA will serve **576 diverse educators**, as measured by the number of individuals served and the depth of engagement in each program.

This will be achieved through:

REFINING THE MISSION STATEMENT TO BETTER ALIGN WITH THE COMMUNITY'S NEEDS

ENHANCING STRATEGIC COMMUNICATION EFFORTS

FOSTERING STRONGER COMMUNITY PARTNERSHIPS.

The Macro Goal

<i>FISCAL YEAR</i>	<i>NUMBER OF PARTICIPANTS</i>	<i>MIGHTY NETWORKS MEMBERSHIP</i>	<i>TOTAL EDUCATORS IN TECA'S NETWORK</i>
2024	291	883	*4000
2028	576	1060	4800

- With a goal of reaching 576 participants by 2028, this initiative will not only expand program reach but also drive a 20% increase in both Mighty Networks membership and the total number of educators within the TECA network by 2028.

Insights & Findings



Insights

Safe Space

Growth in Members

Success in
Programming

Increase in Teachers of Color

Growth in Knoxville

Fundraising Growth

Succession Plan

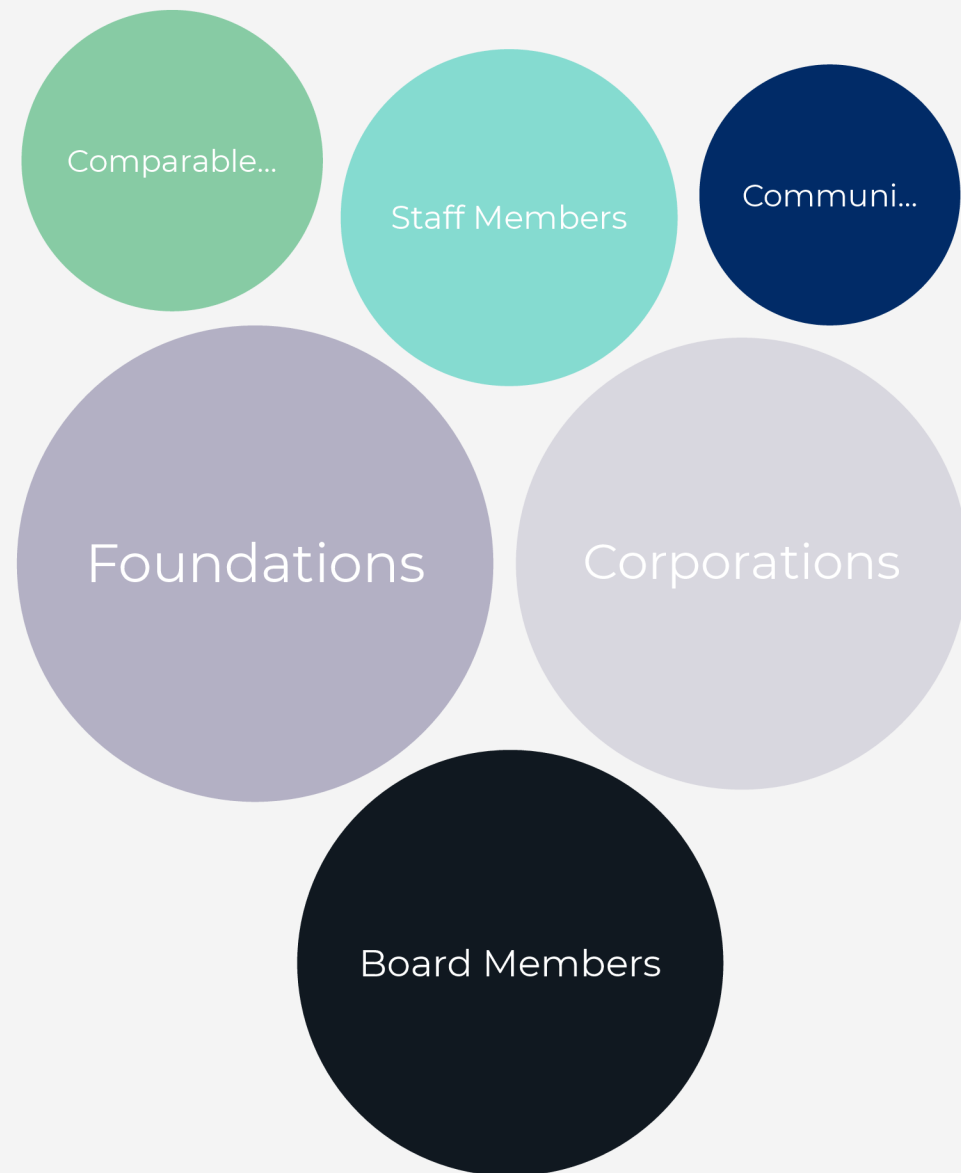
50% of diverse educators should
be members

Convene & Influence

Supporting ALL diverse educators



Market Insight



39 Stakeholders

- 3 Community Partnerships
- 4 Comparable Organizations
- 5 Staff Members
- 8 Board Members
- 9 Corporations
- 10 Foundations

SWOT ***Analysis***

S

- TECA is a safe space for educators of color
- Creating community for educators of color
- The cohort model is strong for aspiring educators and current educators
- Offers support, and assists with the retention of teachers of color

W

- No succession plan for the Executive Director
- Missing an opportunity to expand reach with educators of color who are outside of Middle Tennessee
- Lack of metrics + outcomes for current programs
- Organizational culture in the midst of growth

SWOT ***Analysis***







- Strengthen cohort model for alumni
- Expand deeper inside Tennessee
- Opportunity to streamline culture and expectations within the organization
- Clarifying TECA's mission, programs, and outcomes for current & prospective funders
- Hire a Director of Development or related support staff



- Lack of succession plan could negatively affect funders + community
- Limiting growth by not expanding reach in markets outside of Middle TN
- Team dissension & potential staff turnover
- Conservative education policies that conflict with TECA's values and mission

Market Insight

ORGANIZATION	BUDGET	YEARS OPERATIONAL	LOCATION	INNOVATIVE FINDINGS
	\$512,877	5 years	Charlotte, NC	<ul style="list-style-type: none"> • Have published some reports described to educational inequities.
	\$2,220,489	8 years	Charlotte, NC	<ul style="list-style-type: none"> • Quarterly retreat experiences, campus education "Rap" sessions, one to one mentorship and cohort experience, Praxis and testing support, and career fair and placement support for men of color entering the education pipeline.
	\$11,669,227	8 years	MA, TX & Bay Area	<ul style="list-style-type: none"> • 20% of alumni are engaged in policy and advocacy efforts.
	\$60,557,487	27 years	Midwest, NY, TN, West, LA, MA, TX, WA	<ul style="list-style-type: none"> • Analyze local, state, and national data and use what we learn to build a broader understanding of achievement and opportunity gaps in our schools and colleges, along with the actions necessary to close them.




Strategic Testing

GOALS	ACTION STEPS
Data + Metrics	<ul style="list-style-type: none">• Gathering data for all five current programs on:<ul style="list-style-type: none">◦ Retention rates◦ Completion rates◦ Post-completion outcomes◦ Academic outcomes
Board Development	<ul style="list-style-type: none">• Reviewing board processes:<ul style="list-style-type: none">◦ Onboarding, and development to enhance board performance and overall governance.
E3 + Corporate Fundraising	<ul style="list-style-type: none">• Providing strategy, outreach, and capacity to raise awareness & funds from the Nashville corporate community.

Key Findings

1	Pre-surveys and post-surveys should be mandatory for all five program offerings.
2	Program start and end dates should remain consistent each year.
3	Streamlined data collection will enhance funding opportunities.
4	A revised vision statement can provide funders with a clearer understanding of TECA's mission and impact within the community.
5	A board matrix can help identify and fill essential roles on the board.

Path to Success

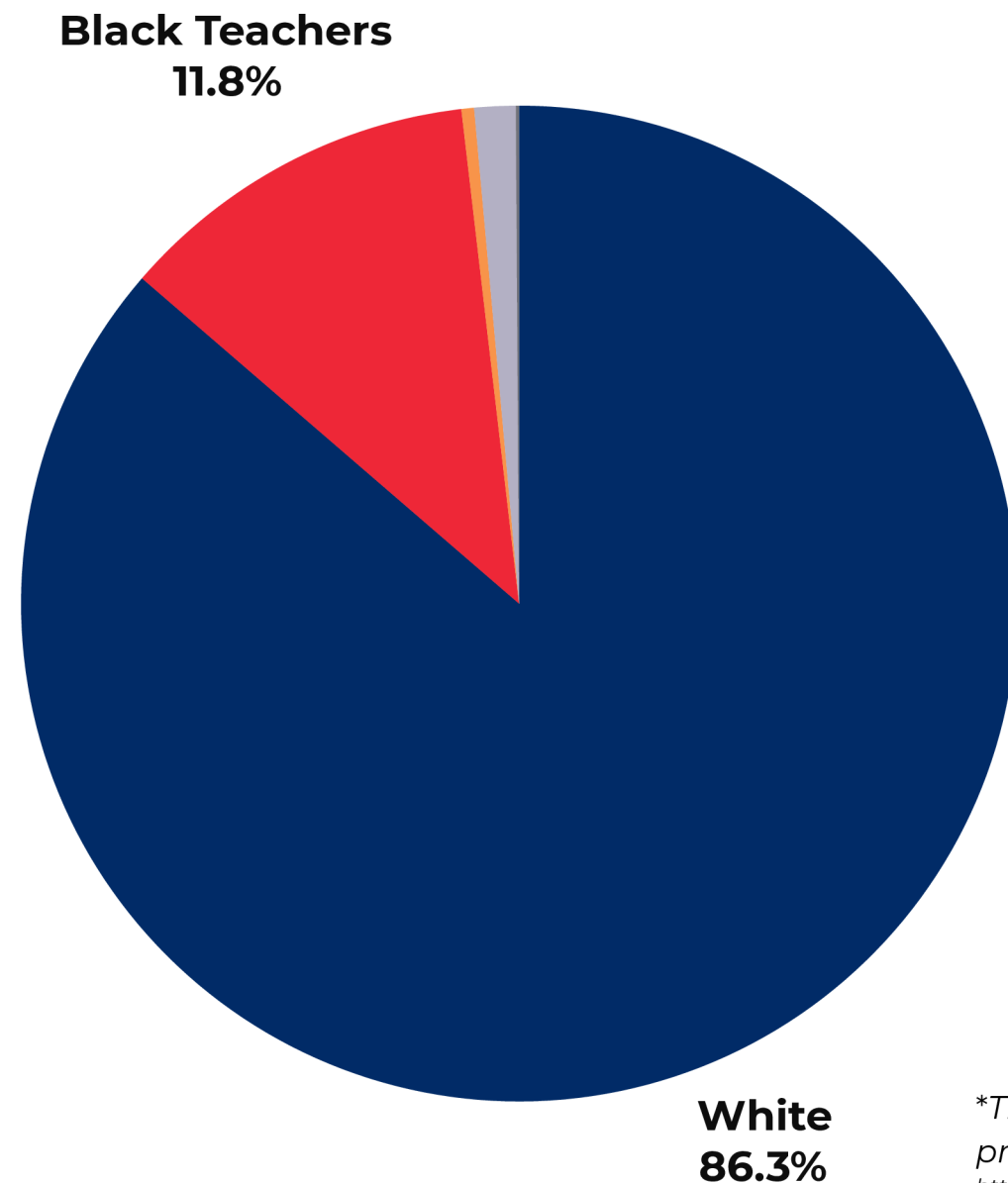
	TECA will develop a standardized survey protocol that includes specific timelines, distribution methods, and response tracking.
	Create a fixed annual calendar for all program offerings, ensuring that start and end dates are consistent each year.
	Create a board skills matrix that maps out the current skills, expertise, and demographics of existing board members against the organization's needs.

Program Goals



Educator Demographics in the state of Tennessee

Educator demographics in Tennessee



White
86.3%

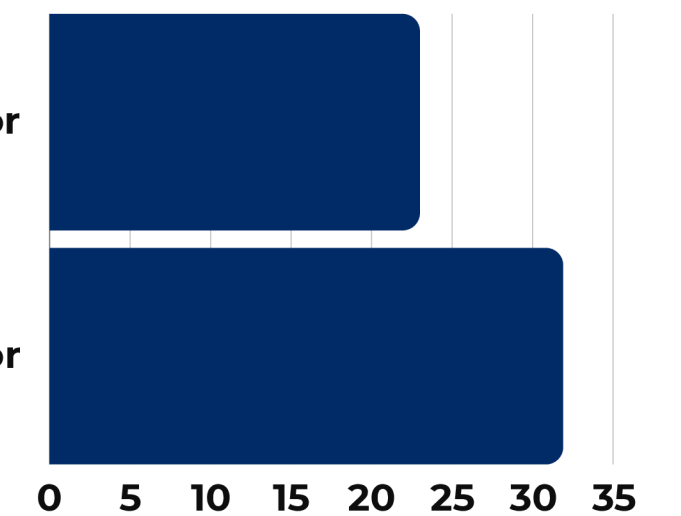
Black Teachers
11.8%

**The Education Trust. (n.d.). Educator diversity state profile: Tennessee. The Education Trust.
<https://edtrust.org/rti/educator-diversity-state-profile-tennessee/>*

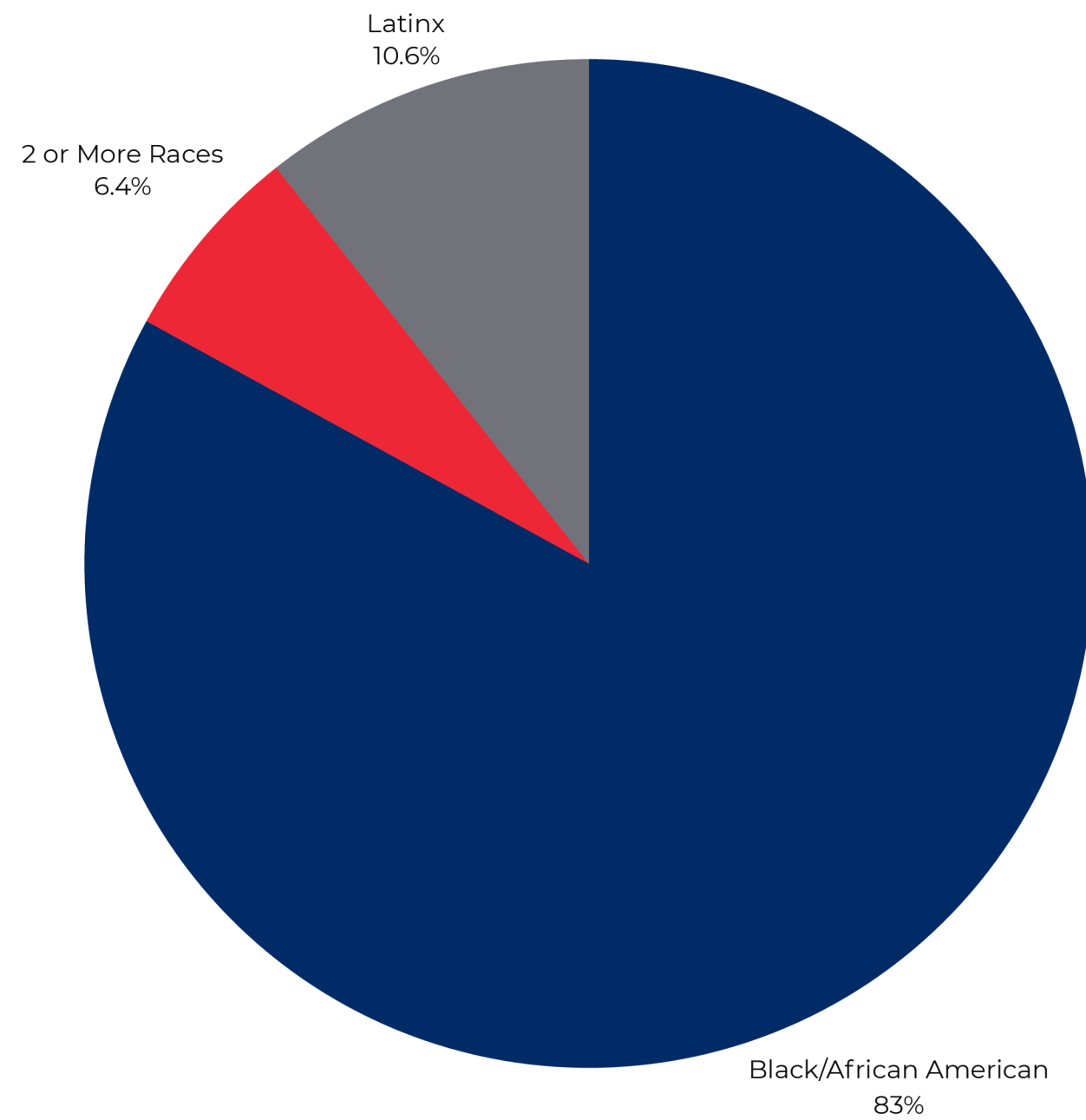
Comparison of Demographics

Percentage of all Students in Schools With No Teachers of Color

Schools with 0% teachers of color



Reported TECA Participant Demographics



Past Program Participant Data

	FY20	FY21	FY22	FY23	FY24
TECA Fellowship	13 Fellows	30 Fellows	25 Fellows	9 Fellows	15 Fellows

	FY20	FY21	FY22	FY23	FY24
Ascension Project	-	-	25 Participants	15 Participants	13 Participants

	FY20	FY21	FY22	FY23	FY24
Advocacy Academy	-	-	-	26 Participants	8 Participants

	FY20	FY21	FY22	FY23	FY24
Charter Fellowship	-	-	-	-	14 Fellows

Future Participant Goals

TECA Fellowship	FY23	FY24	FY25	FY26	FY27	FY28	Total
	9 Fellows	15 Fellows	15 Fellows	15 Fellows	15 Fellows	15 Fellows	84 Fellows
Ascension Project	FY23	FY24	FY25	FY26	FY27	FY28	Total
	11 Participants	12 Participants	14 Participants	15 Participants	15 Participants	15 Participants	82 Participants
Advocacy Academy*	FY23	FY24	FY25	FY26	FY27	FY28	Total
	25 Participants	8 Participants	18 Participants	23 Participants	28 Participants	33 Participants	135 Participants
Charter Fellowship	FY23	FY24	FY25	FY26	FY27	FY28	Total
	-	14 Participants	16 Participants	16 Participants	16 Participants	16 Participants	78 Participants

- Currently, having 12-16 participants in each cohort allows staff to manage it effectively while fostering a strong sense of community and camaraderie among participants.

- *The Advocacy Academy's growth is driven by expansion efforts in the Memphis area. As the Academy continues to establish its presence and impact in Memphis, the increased participation will contribute to the overall development and success of the program.

Goals and Action Steps

OUR GOALS		PROGRAM	ACTION STEPS	RESPONSIBLE	TARGET DATE
Implement Annual Program Entrance Surveys	1a	Charter Cohort	Distribute Enter Survey <ul style="list-style-type: none"> • Personal Information • Educational Background • Total years in education, current school & position, previous teaching experience • Background in Charter School Advocacy • Background with school boards 	Special Projects Manager	August 30th, 2025
	1b	TECA Fellowship	Distribute Enter Survey <ul style="list-style-type: none"> • Personal Information • Educational Background • Total years in education, current school & position, previous teaching experience • Motivation goals • Post fellowship objectives 	Programs Manager	September 12th, 2025
	1c	The Ascension Project	Distribute Enter Survey <ul style="list-style-type: none"> • Personal Information • Educational Background • Total years in education, current school & position, previous teaching experience • Motivation goals • Post fellowship objectives 	Programs Manager	September 13th, 2025
	1d	The Advocacy Academy	Distribute Enter Survey <ul style="list-style-type: none"> • Personal Information • Educational Background • Total years in education, current school & position, previous teaching experience • Background in education policy • Intentions of pursuing a career in the education policy space 	Special Projects Manager	October 10th, 2025

Goals and Action Steps

OUR GOALS		PROGRAM	ACTION STEPS	RESPONSIBLE	TARGET DATE
Implement Annual Program Exit Surveys	2a	TECA Fellowship	Distribute Exit Survey <ul style="list-style-type: none"> • Overall Experience • Professional goals • Impact and application • Teacher retention • Alumni Engagement 	Programs Manager	October 30th, 2025
	2b	The Advocacy Academy	Distribute Exit survey <ul style="list-style-type: none"> • Overall Experience • Professional goals • Impact and application • Teacher retention • Alumni Engagement 	Special Projects Manager	November 7th, 2025
	2c	Charter Cohort	Distribute Exit Survey <ul style="list-style-type: none"> • Overall Experience • Professional goals • Impact and application in regards to charter school advocacy • Alumni Engagement 	Special Projects Manager	April 30th, 2026
	2d	The Ascension Project	Distribute Exit Survey <ul style="list-style-type: none"> • Overall Experience • Professional goals • Impact and application • Teacher retention • Alumni Engagement 	Programs Manager	May 30th, 2026

Program Survey Recommendations

Approach 1

NPS-style questions on both an Enter and Exit survey will allow TECA to quantify participants' confidence, commitment, and likelihood of pursuing specific goals.

Approach 2

Providing clear data that can be used to assess and improve the fellowship program.

Entrance Survey Questions

	QUESTION TEXT	ANSWER OPTIONS
1	<i>How confident are you in your ability to effectively teach in your current role?</i>	[1= Not Confident at All, 10 = Extremely Confident]
2	<i>To what extent do you feel your teaching experience has prepared you for leadership roles in education?</i>	[1 = Not at All, 10 = Completely Prepared]
3	<i>How likely are you to seek out additional leadership opportunities within your school or district?</i>	[1 = Not Likely at All, 10= Extremely Likely]
4	<i>How satisfied are you with your experience teaching in an urban, suburban, or rural setting?</i>	[1 = Not Satisfied at All, 10 = Extremely Satisfied]
5	<i>How important is it for you to develop specific skills or knowledge areas during this fellowship?</i>	[1 = Not Important at All, 10 = Extremely Important]
6	<i>How committed are you to addressing specific challenges in education through this fellowship?</i>	[1= Not Committed at All, 10 = Extremely Committed]
7	<i>How likely are you to pursue a leadership role (e.g., Principal, Dean) prior to this fellowship?</i>	[1= Not Likely at All, 10= Extremely Likely]

Exit Survey Questions

	QUESTION TEXT	ANSWER OPTIONS
1	<i>How confident are you in your ability to effectively teach in your current role?</i>	[1= Not Confident at All, 10 = Extremely Confident]
2	<i>To what extent do you feel your teaching experience has prepared you for leadership roles in education?</i>	[1 = Not at All, 10 = Completely Prepared]
3	<i>How likely are you to seek out additional leadership opportunities within your school or district?</i>	[1 = Not Likely at All, 10= Extremely Likely]
4	<i>How satisfied are you with your experience teaching in an urban, suburban, or rural setting?</i>	[1 = Not Satisfied at All, 10 = Extremely Satisfied]
5	<i>How likely are you to pursue a leadership role (e.g., Principal, Dean) prior to this fellowship?</i>	[1= Not Likely at All, 10= Extremely Likely]
6	<i>How satisfied are you with your overall experience in the fellowship?</i>	[1 = Not Satisfied at All, 10 = Extremely Satisfied]
7	<i>How likely are you to recommend this fellowship to another educator of color?</i>	[1= Not Likely at All, 10= Extremely Likely]

***Sustainability &
Growth in Middle
Tennessee***

Program Expansion Goals

	FY24	FY25	FY26	FY27	FY28	Total
Advocacy Academy Memphis	0 Participants	10 Participants	15 Participants	20 Participants	25 Participants	70 Participants

- *In February 2024, the Advocacy Academy successfully expanded into the Memphis area. Building on this success, it is recommended to further **strengthen their presence in Memphis** by establishing a dedicated cohort outside of Middle Tennessee. This cohort will initially consist of 10 participants, with plans to increase enrollment by 5 participants each year. This gradual growth approach will help ensure that staff capacity remains manageable and there will be no immediate need for additional hires to support the cohort.*

Alumni Engagement



Alumni Engagement Best Practices

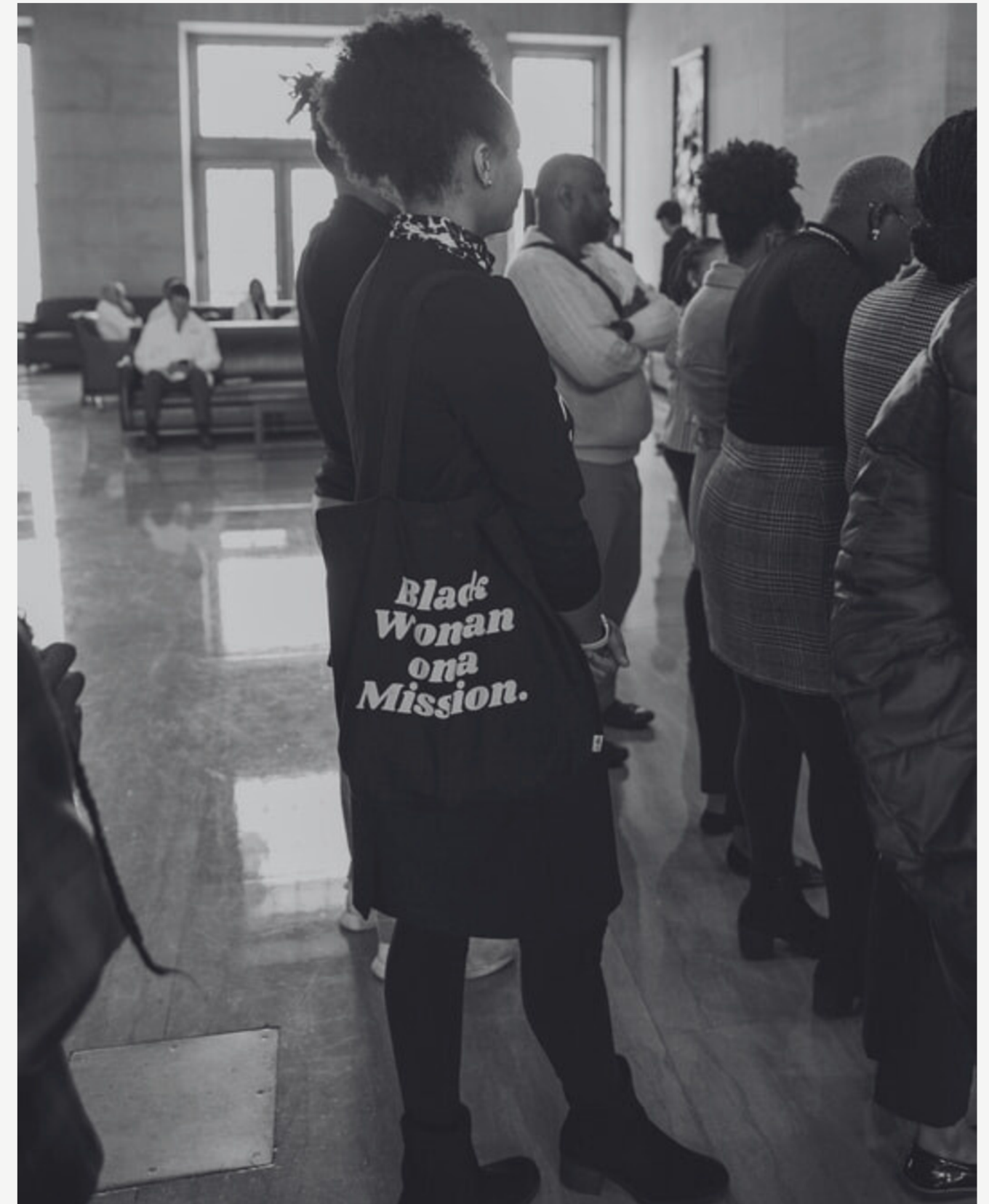
The MightyNetworks platform currently has 883 members, though alumni participation remains limited. Engaging alumni is critical, as they can play valuable roles within the organization as volunteers, committee members, and mentors.

1	It is recommended that TECA distribute an alumni survey within six months post-program completion and conduct annual follow-up surveys to track engagement.
2	Establishing an alumni advisory board that meets quarterly will provide valuable input on program development, alumni engagement strategies, and organizational goals.
3	Alumni can also serve as episodic volunteers for TECA events and offer additional support where needed.

Alumni Exit Survey Questions

	QUESTION TEXT	ANSWER OPTIONS
1	What year did you complete the TECA program?	2020, 2021, 2022, 2023 or 2024
2	On a scale of 1-10, how satisfied are you with your overall experience in the TECA program?	[1 = Not at All Satisfied, 10= Completely Satisfied]
3	How well did the program prepare you for your career goals or further education?	[1 = Not Well at All, 10 = Extremely Well]
4	How likely are you to recommend the TECA program to others?	[1= Not Likely at All, 10 = Extremely Likely]
5	What types of alumni engagement opportunities would interest you? (Select all that apply)	<ul style="list-style-type: none"> • Networking Events • Professional Development Workshops • Mentorship Programs • Volunteering at TECA events • Serving on the Alumni Advisory Board • Other (please specify): _____
6	What recommendations do you have for improving the TECA program for future participants?	(Open text box)
7	How interested are you in participating in an alumni advisory board?	[1= Not Interested at All, 10 = Extremely Interested]

Teacher Shortage in Tennessee



Finding: Ethnic Disparities

Findings: <ul style="list-style-type: none"> • *23% of educators are Black, compared to 41% of students • 2% of educators are Hispanic, compared to 18% of students • 1% of educators are Asian, compared to 3% of students 	EDUCATION IN NASHVILLE		TECA'S IMPACT	ACTION STEPS
	Support Newer Teachers	A	Mentorship	<ul style="list-style-type: none"> • TECA can provide guidance, resources, and emotional support for teachers of color
		B	Professional Development	<ul style="list-style-type: none"> • TECA offers culturally responsive teaching practices for educators of color
	Advocate for Compensation	A	Policy Advocacy	<ul style="list-style-type: none"> • TECA advocates for better compensation strategies and provides teachers of color with the tools they need to advocate for themselves
	Recruitment + Retention	B	Targeted Recruitment	<ul style="list-style-type: none"> • TECA advocates for teachers to gain the supports they need to remain in the classroom

*Wegner, R. (2024). Tennessee teacher shortage: Analysis gives insight on what's helping, what needs work. Nashville Tennessean.

Financial Goals



Budget Goals

<p><i>To ensure the sustainability and growth of TECA's programs and initiatives, it is recommended that the organization increases its overall budget by 5%.</i></p> <p><i>This growth will allow TECA to invest in critical areas such as program expansion, enhanced data collection, and improved community outreach, all of which are essential for maximizing impact and securing additional funding.</i></p>	FISCAL YEAR	REVENUE TARGET
	FY24	\$677,700
	FY25	\$712,000
	FY26	\$747,000
	FY27	\$785,000
	FY28	\$823,000

Board Development Goals





Recommendations

To ensure the continued growth and effectiveness of TECA it is essential to focus on strengthening the board through strategic initiatives. This includes:

- Recruit 2-3 board members with a background in corporate fundraising to strengthen funding capabilities and support TECA's mission.*
- Update the board member expectations and commitment letter*
- Ensure a 100% success rate for the give/get policy to support the organization's financial health and sustainability.*

Board Best Practices

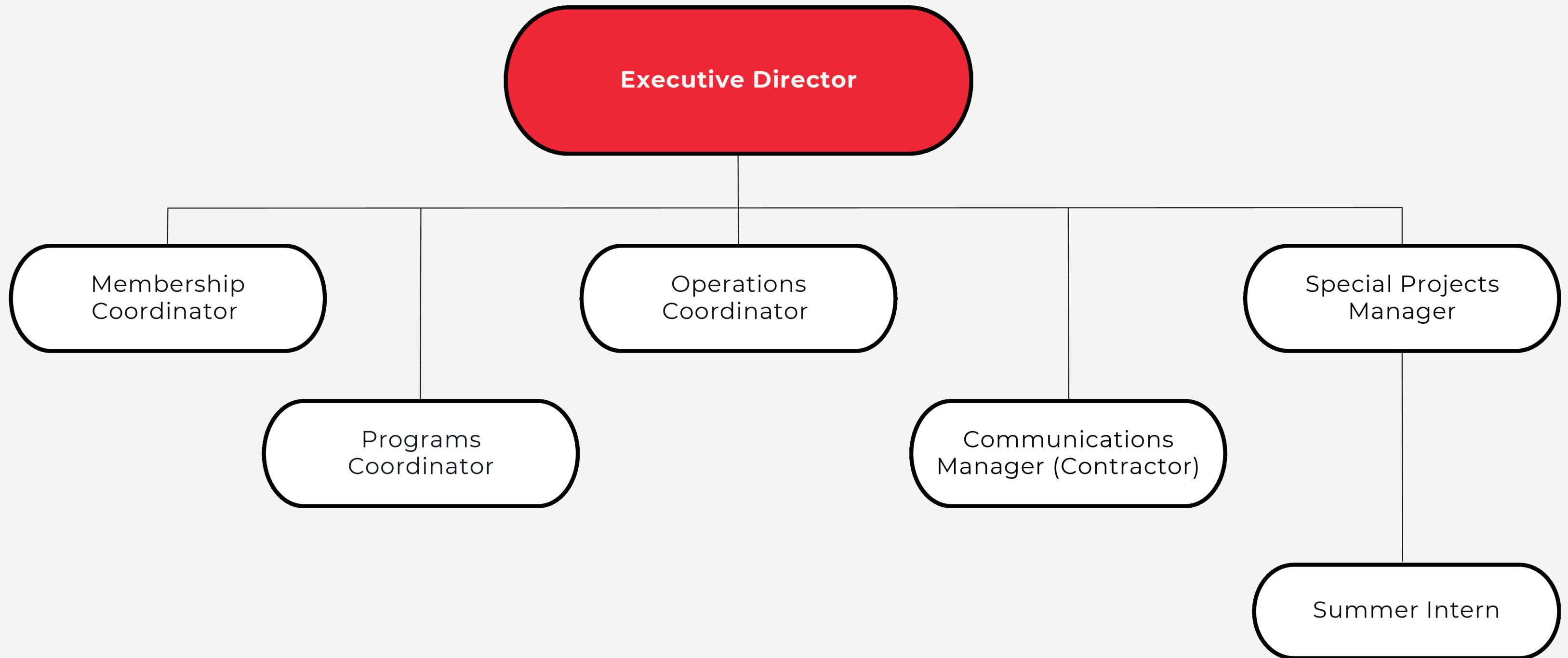
1	Give/Get Policy	It is recommended that board members contribute \$500 quarterly, totaling \$2,000 annually, to support the organization's sustainability.
2	Meeting Attendance Policy	Implement and enforce a policy requiring board members to attend at least 75% of quarterly board meetings to ensure active participation.
3	Onboarding New Board Members	Onboard new board members based on the board matrix, which will help identify specific needs, ensuring the board's overall effectiveness and diversity.

Other best practices include: Annual Board Professional Development, Board Member Scorecard + Board Assessment, Succession Planning for Board Leadership, Calendar of events, and Board meetings only focus on issues of the most strategic importance

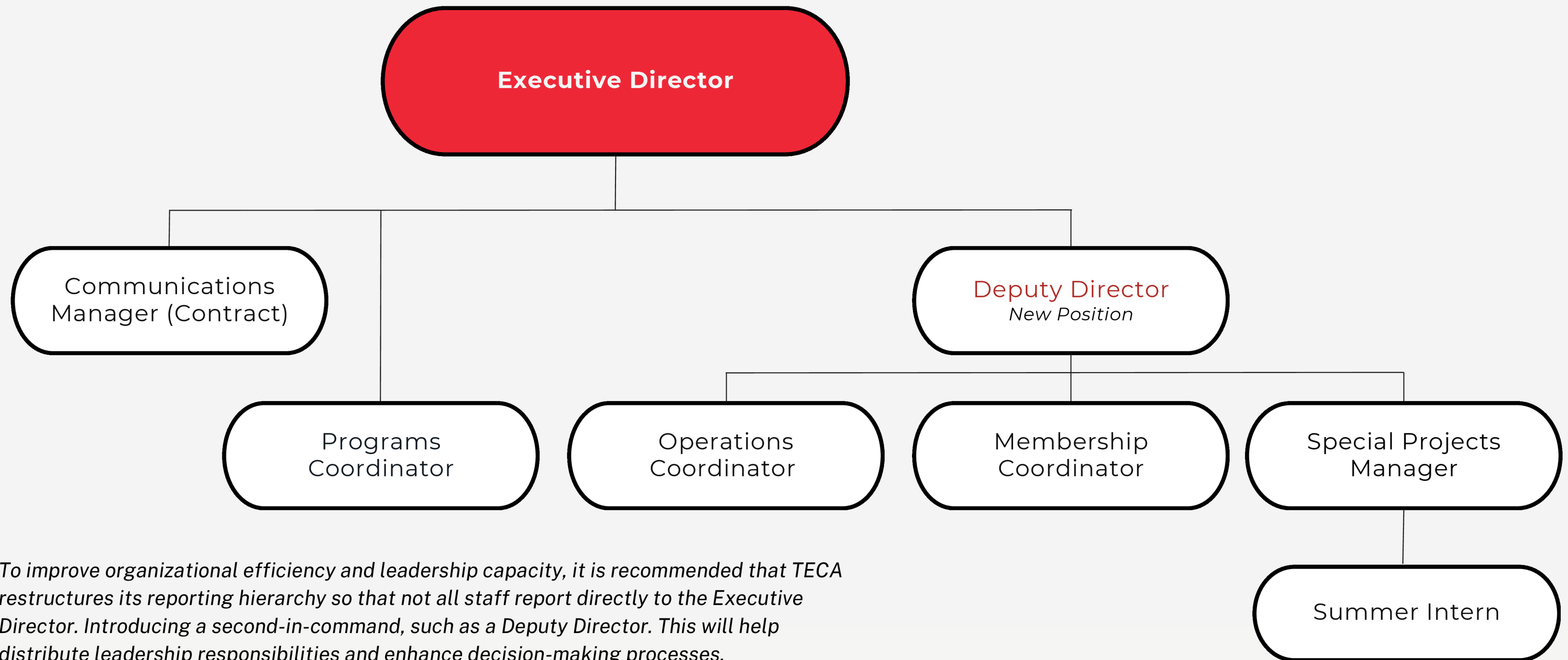
Organizational Structure



Current Organizational Chart



Future Organizational Chart



To improve organizational efficiency and leadership capacity, it is recommended that TECA restructures its reporting hierarchy so that not all staff report directly to the Executive Director. Introducing a second-in-command, such as a Deputy Director. This will help distribute leadership responsibilities and enhance decision-making processes.

Org Culture Best Practices

1	Conduct a Culture Assessment	Conducting an employee survey to gather feedback can help identify areas for improvement and enhance the organizational culture by addressing any underlying concerns.
2	Invest in a annual team retreat	Provide training and development for leaders to model positive behavior, support their teams effectively, and lead by example. Define and communicate a clear set of core values and a vision that align with the desired culture.
3	Monitor Progress and Adapt	Regularly assess the impact of culture initiatives and be willing to adapt strategies as needed to ensure continuous improvement in the organizational culture. Develop improvement plans for staff requiring additional evaluation.

Succession Planning

Reason 1

Having a succession plan is essential for TECA. A succession plan outlines how an organization will transition its leadership and key roles when current leaders step down or can no longer fulfill their responsibilities.






Reason 2

The following plan will help TECA mitigate the risks associated with unexpected leadership changes, retirements, or departures. A robust succession plan ensures that the organization's work can continue for years to come, regardless of leadership changes.






Succession Planning

GOAL	RESPONSIBLE PARTY	TARGET DATE
Generate an updated version of the organization's staffing chart, budget, strategic plan, and partnership agreements/MOUS.	Executive Director	24 months prior to transition & ongoing
In the event of a long-term, short term or permanent absence, ED gives written and verbal notice of absence to the Board of Directors.	Executive Director	6-12 months prior to transition (preferred) and a minimum of 3 months required.
ED proposes a transition plan based on the Succession Plan above to be approved by the Board of Directors.	Executive Director	6-12 months prior to transition (preferred) and a minimum of 3 months required.
ED completes the following tasks to be included in the proposed transition plan: a. Build or update the ED job description and post the position (with board approval) b. Meet with large individual and corporate funders to confirm their commitment throughout the transition. Meet with internal staff to ensure the team is well-equipped for the transition	Executive Director	3-6 months prior to transition

Short-Term Succession Plan

	If the Executive Director (ED) needs to step down immediately (short-term is seen explicitly as a 3-month absence or less, where three options could be implemented).
	A short or long-term succession plan is required for an absence that is planned. This should be communicated by the ED to the Board of Directors.
	A Deputy Director can take over, where the Board of Directors accredits TECA staff to follow through with the terms, including the appointment of an Interim ED, at their next meeting.
	A non-staff alternative to take over as the Executive Director, for this option, the Executive Committee will find a list of candidates who would take over as Interim ED; if the current staff member is unable to take over as interim or is underqualified, the Executive Committee can recruit from the outside.
	A cross-training option, where if possible, the ED would develop a plan for cross-training of staff to ensure the continuity of staff operations.

Long-Term Succession Plan

	In the event that an internal staff member assumes the role of interim ED, the Executive Committee will give immediate consideration to temporarily backfilling the management position left vacant by the Interim ED.
	A permanent absence is defined as it is firmly determined that the ED will not be returning to the position.
	In the event of a permanent absence, the ED gives a minimum of 3 months' notice, with a pertinent preference of 12- 6 months—the procedures and conditions shall be the same as for a long-term temporary absence but with the additional step of creating a search process for a permanent successor to the ED.
	The ED, with the Board of Directors' approval, should appoint a Transition and Search Committee within 15 days to implement an ED search and interview process. This process should lead to the transition to a new permanent ED.
	The ED should remain available for questions and transition support as requested by the new ED.

Succession Action Plan

GOAL	RESPONSIBLE PARTY	TARGET DATE
Generate an updated version of the organization's staffing chart, budget, strategic plan, and partnership agreements/MOUS.	Executive Director	24 months prior to transition & ongoing
In the event of a long-term, short term or permanent absence, ED gives written and verbal notice of absence to the Board of Directors.	Executive Director	6-12 months prior to transition (preferred) and a minimum of 3 months required.
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Succession Action Plan (con't.)

GOAL	RESPONSIBLE PARTY	TARGET DATE
In the event of a long-term or short-term absence, one of the following actions should be taken: A staff member in a managerial role or a non-staff alternative should take over as the Executive Director. The Board of Directors will begin a search for Interim Candidates. The ED cross-trains TECA's staff.	Board of Directors	3-6 months prior to transition
In the event of a permanent absence, the Board of Directors appoints a Transition/Search Committee within 15 days of receiving the notice.	Board of Directors	3-6 months prior to transition

Complete Recommendations

EXPANSION

ALUMNI

BOARD

Expansion Recommendations

OUR GOALS	ACTION STEPS	RESPONSIBLE PARTY	TARGET DATE
Partner with colleges and universities outside of Middle Tennessee	1a. <ul style="list-style-type: none"> • Identify colleges and universities in Memphis: <ul style="list-style-type: none"> ◦ University of Memphis ◦ Christian Brothers University ◦ LeMoyne-Owen College, ◦ East Tennessee, ◦ The University of Tennessee, Knoxville 	Programs Manager	January 5th, 2025
	1b. <ul style="list-style-type: none"> • Collaborate with professors and deans in university education departments to connect with aspiring educators of color. 	Special Projects Manager	February 3rd, 2025
	1c. <ul style="list-style-type: none"> • Create MOU partnerships with colleges & universities that are outside of middle Tennessee 	Programs Manager	April 3rd, 2025
	1d. <ul style="list-style-type: none"> • Establish regional “TECA Chapters” across Tennessee to create local programming for educators of color 	Programs Manager	April 3rd, 2026
Launch a TECA Ambassador Program	1a. <ul style="list-style-type: none"> • Organize a networking event to enhance visibility and foster growth in Memphis. 	Special Projects Manager	February 23rd, 2025
	1b. <ul style="list-style-type: none"> • Outline the responsibilities and expectations of TECA ambassadors, including recruitment targets and event participation 	Programs Manager	January 10th, 2026
	1c. <ul style="list-style-type: none"> • Appoint current mentors as TECA Ambassadors who can assist with recruitment in the identified areas 	Programs Manager	February 10th, 2026
	1d. <ul style="list-style-type: none"> • Create incentives for ambassadors who successfully recruit new members outside of Middle Tennessee (quota) 	Programs Manager / Ascension Project Mentor	February 23rd, 2026

Alumni Engagement Recommendations

OUR GOALS		ACTION STEPS	RESPONSIBLE PARTY	TARGET DATE
Frequent Alumni Surveys	1a.	<ul style="list-style-type: none"> • Within 6 months post-completion of the program distribute an alumni survey 	Program Manager	June 6th, 2025
	1b.	<ul style="list-style-type: none"> • Distribute annual follow-up surveys 	Special Projects Manager	Annually
Alumni Advisory Board	1a.	<ul style="list-style-type: none"> • Establish an alumni advisory board that meets quarterly to provide input on program development, alumni engagement strategies, and organizational goals. 	Executive Director	August 5th, 2025
	1b.	<ul style="list-style-type: none"> • Utilize alumni as episodic volunteers for TECA events and additional support 	Membership Coordinator	April 3rd, 2026

Board Recommendations

OUR GOALS		ACTION STEPS	RESPONSIBLE PARTY	TARGET DATE
Board Development	1a.	<ul style="list-style-type: none"> TECA will schedule an internal board workshop reviewing the updated organizational goals and objectives per this strategic plan. (Including updated language, and a potential press release/announcement for board members to share with their networks. 	Board Chair	December, 2024
	1b.	<ul style="list-style-type: none"> TECA’s board will review board member job descriptions (including response times, give/get, roles, and expectations with board members) and distribute updated board member commitment letters for signatures. 	Board Chair	March, 2025
	1c.	<ul style="list-style-type: none"> A board assessment will be distributed through the evaluation of a scorecard for all board members. 	Board Chair	March, 2025
	1d.	<ul style="list-style-type: none"> Board members will support two new fundraising activities. 	Board Chair	June, 2025

Next Steps

1

Board Development

2

Sustainability & Growth
in Tennessee

3

Organizational Culture

4

Succession Planning



***Thank
you!***

