



ANNUAL REPORT 2021-2022

End of the year report for NCSM

PRESIDENT'S MESSAGE



Paul Gray

**MATHEMATICS
CONSULTANT & AUTHOR,
DALLAS, TX**

President John F. Kennedy once said that a rising tide lifts all boats. As mathematics leaders, when we create conditions that equitably lift up our teachers and students, we help lift the tide that makes powerful mathematics accessible to each and every student. It is my privilege to serve as NCSM President (2021–2023) and work alongside a stellar group of mathematics leaders in our shared vision of creating a world where every person has equitable access to meaningful mathematics to improve their lives and their world.

“NCSM is a mathematics education leadership organization that equips and empowers a diverse education community to engage in leadership that supports, sustains, and inspires high quality mathematics teaching and learning every day for each and every learner ”

NCSM's Past President Mona Toncheff inaugurated the tradition of the written NCSM Annual Report as a way to keep our members informed of the work that NCSM does each year. Typically, we would do that at our Annual Business Meeting held during our conference. Unfortunately, that was not the case in 2020 and 2021.

However, some things that we did differently in response to the COVID-19 pandemic are worth keeping. This Annual Report is one of those. Another is how we learned to harness the power of technology to enhance both student learning and our own professional learning. Learning technology and video conferencing has made NCSM professional learning accessible to people around the North American continent. Before, travel was an obstacle to that learning. Technology empowers us to remove that barrier.

NCSM Board Members are honored to represent our members and other constituents in our field of incredible mathematics leaders. This one report cannot capture all the work we have done collectively this past year. It is my hope that we can highlight some of the ways that NCSM continues to serve as the premier leadership organization for mathematics leaders and document some of our organization's own learning as we adapt to an endemic world.



MEMBERSHIP REPORT

The NCSM membership total is 2,283 as of June 14, 2022 (See Figure 1.1). This is a decrease of 164 members since June 2021 and the membership number does not include institutional or affiliate members. The NCSM Board of Directors voted to streamline membership levels and improve member benefits. Beginning July 1, 2022, membership has been consolidated into one category, Individual Membership, with membership dues of \$85 per year. NCSM hosted membership promotions throughout the year around the many virtual events that occurred to maintain membership.

NCSM Membership Report by Region								
Region	June 15 2015	June 1 2016	May 30 2017	June 7 2018	June 20 2019	June 30 2020	June 3 2021	June 10 2022
Canada	72	92	78	91	89	84	59	53
Central 1	326	280	224	340	323	391	295	289
Central 2	199	188	179	194	195	262	198	175
Eastern 1	474	354	321	437	412	397	341	311
Eastern 2	276	232	206	408	302	318	246	225
Southern 1	198	162	167	347	245	230	240	285
Southern 2	315	324	454	388	378	324	372	338
Western 1	268	254	186	207	232	221	204	210
Western 2	331	490	315	386	487	408	398	364
Int'l	36	25	14	26	23	23	17	13
No Region					56	196	77	33
Total of all Regions	2495	2401	2144	2824	2742	2854	2447	2283

Figure 1.1 NCSM Membership Trend Data

REGIONAL DIRECTORS

The NCSM regional directors are instrumental in providing support and outreach to the members. Nine Regional Directors serve on the Board of Directors for NCSM: Leadership in Mathematics Education. Elected for three-year terms, regional directors serve as representatives of their region, support the projects and initiatives of the Board, and promote the vision and mission of NCSM. The 2020–2021 Regional Directors included:



INTERNATIONAL REGIONAL DIRECTOR

Paul Gray
Dallas, Texas



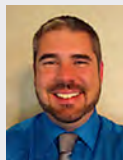
SOUTHERN 2 REGIONAL DIRECTOR

Katey Arrington
Austin, Texas



CANADA REGIONAL DIRECTOR

Deanna Brajcich
Victoria, British Columbia



CENTRAL 1 REGIONAL DIRECTOR

Jason Gauthier
Dorr, Michigan



EASTERN 1 REGIONAL DIRECTOR

Cathy Boutin
West Warwick, Rhode Island



CENTRAL 2 REGIONAL DIRECTOR

Astrid Fossum
Milwaukee, Wisconsin



EASTERN 2 REGIONAL DIRECTOR

John SanGiovanni
Westminster, Maryland



WESTERN 1 REGIONAL DIRECTOR

Tara Fulton
Yuma, Arizona



SOUTHERN 1 REGIONAL DIRECTOR

Ian Shenk
North Chesterfield, Virginia



WESTERN 2 REGIONAL DIRECTOR

Rosa Serratore
Santa Monica, California

The regional directors attended approximately 20 local/regional conferences (some held virtually) and represented NCSM by presenting and/or hosting an NCSM exhibit booth. The RD team has focused this year on ensuring impact on membership (recruitment and retainment) from our efforts and have updated the position description.

A complex network graph visualization with numerous nodes and edges, representing a large-scale system or dataset. The nodes are small circles in various colors (blue, orange, green, red, purple, grey) and are interconnected by a dense web of thin, light grey lines. The overall structure is highly interconnected and spread out horizontally.



During 2021–2022, we had the distinct privilege of working with our affiliates to navigate a particularly difficult school year. While we did not welcome new affiliates, we took the time to reconnect with our existing affiliates.

Together, we have been sticking a toe in the water of in-person events! Many of our affiliates, such as the Texas Association of Supervisors of Mathematics, hosted their first in-person conferences since the COVID pandemic sent our gatherings for professional learning to virtual platforms. Affiliates such as the Arizona

Mathematics Leaders and California Mathematics Council-South pioneered effective methods of facilitating professional learning in a hybrid platform where participants in the room together interact with participants in a virtual setting.

We spotlight some of the work of our affiliates and their leaders in our *NCSM Inspiration!* This past year, we were able to showcase leaders and projects from

- Arizona Mathematics Leaders
- Arkansas Association of Mathematical Leaders
- Delaware Math Coalition
- New York State Association of Mathematics Supervisors
- North Carolina Council of Teachers of Mathematics
- New Jersey Association of Math Supervisors and Leaders
- Virginia Council for Mathematics Supervision
- New Hampshire Teachers of Mathematics

If you haven't seen it lately, take a few minutes to browse our [NCSM Affiliate webpage](#)! We have links for each of our affiliate member webpages, a straightforward list of NCSM Affiliate benefits and responsibilities, NCSM affiliate coordinator contact information, renewal application links and instructions, and a virtual map of all NCSM Affiliate groups.



STRATEGIC INITIATIVES UPDATE

The [Strategic Initiatives](#) are designed to focus our work to bring NCSM's mission and vision to life. At our January 2022 hybrid Board of Directors meeting, we updated NCSM's strategic initiatives to meet the ever-changing needs of mathematical leaders and support meeting the NCSM mission and vision.

Initiative 1: Building Capacity

The Building Capacity Initiative, under the leadership of NCSM Board Members Natalie Crist and Tara Fulton, is dedicated to diversifying our membership and leadership to ensure that NCSM equips & empowers a diverse education community. We will work closely with NCSM Professional Learning and Membership teams to ensure that our membership is inclusive and reflective of the mathematics community at large. Our focus is to build the capacity of our organization by honoring the background and expertise of current members and supporting new and emerging leaders. Connecting mathematics leaders will be a primary focus of this initiative to ensure growth within our organization so that new leaders emerge to sustain the mathematics community well into the future.

In order to fulfill our mission and vision of NCSM as an organization where each and every mathematics leader belongs, inclusive of a variety of roles and diverse background experiences, the Building Capacity initiative is focused on organizational identity, agency, and sustainability.


The goals of this initiative are to

- Broaden the definition of “leader” in mathematics education and develop new strategies for increasing the diversity of NCSM membership and leadership,
- Cultivate connections among mathematics education leaders to strengthen member and organizational agency, and
- Ensure NCSM's relevance and sustainability.

Initiative 2: Humanizing Mathematics

This initiative has been established to build on the former Equity and Access initiative's work of creating and promoting a common understanding around equity. We plan to provide resources that will help bold leaders identify and address inequitable math structures and practices. We support the diversification of our membership and leadership.

Mathematics is an inherently human endeavor. We do mathematics not only because it is useful, but because we are members of the human race. Because mathematics has historically been and currently is a dehumanizing experience for many students, NCSM believes strongly that we need to support leaders in creating equitable, humanistic mathematics spaces for all students. NCSM's Humanizing Mathematics through Equity initiative is focused on boldly identifying, addressing, and remedying the systemic, cultural, and individual practices that are detrimental and minimize the mathematics experience for students across our mathematics education landscape. We strive to create awareness of inequitable and dehumanizing practices and to support leaders in understanding, exposing, and changing those practices.



The goals of this initiative are to

- Make a space and shared understanding of equity and humanizing mathematics (website, definition, etc.), including resources to support classroom, site, district, state and provincial mathematics leaders to boldly identify and address inequitable math structures and practices.
- Coordinate with NCSM committees to plan and implement plans to diversify membership and leadership.

Initiative 3: Professional Learning

NCSM is dedicated to providing high-quality, equity-focused professional learning to build capacity and empower mathematics leaders. The Professional Learning Initiative, under the leadership of incoming NCSM board members Jenny Novak and Erin Lehmann, includes specific goals and actions designed to provide accessible, focused professional learning experiences to support the needs of current and emerging mathematics leaders. The new professional learning offerings will include virtual coaching labs, a NCSM Fellowship cohort for new and emerging leaders, forums and other opportunities for member networking among members in like professional roles, and deeper professional learning extensions of NCSM book series and website resources. The professional learning initiative will also embed the core themes throughout existing offerings, including virtual seminars, Summer Leadership Academies and Networking Nights.

The goals of the Professional Learning initiative are to

- Expand professional learning opportunities for members to build and enhance coaching skills,
- Have multiple avenues for identifying emergent leaders within and outside of NCSM, specific methods for connecting with emergent mathematics leaders and support building capacity for mathematics leadership, and
- Provide opportunities to engage in deeper extensions of NCSM book series and website resources.



As a part of our conference outreach, NCSM selected Harper-Archer Elementary in Atlanta Public Schools as a spotlight school where we could support their mathematics program. We raised money from many generous donors and were able to donate \$1000 to the school to support their pursuit of high-quality, equitable mathematics instruction.

We created a program of 32 live sessions, presented 3 at a time each Wednesday from October 5 to December 14, 2021. At least 39 NCSM board (and former board) members volunteered to preside, monitor the chat, and serve as gracious hosts of each session. To further serve our members, each of these sessions was recorded to allow access throughout the Beyond the Conference experience. 425 participants engaged with live sessions and/or pre-recorded sessions.

NCSM EVENTS

Beyond the Conference 2021

We realized early in 2021 that we would need a robust virtual conference learning experience that would extend ideas presented at the 2021 Annual Meeting in Atlanta beyond the conference. Hence, *Beyond the Conference 2021* was born! However, when we had to cancel the in-person Atlanta conference due to the Delta outbreak of COVID, we did what NCSM leaders do and we pivoted!

Many of the Featured Speakers from the Atlanta 2021 program were invited to present their ideas in via Zoom sessions.

Additionally, over 60 of the accepted speakers from the Atlanta program graciously volunteered to pre-record their session to make a robust “on-demand” set of recordings that participants could access asynchronously on our Beyond the Conference website. The generosity of our members made for an outstanding learning opportunity!

NCSM Vice President Shawn Towle and Past President Mona Toncheff led a spectacular team of NCSM Board Members and volunteers to produce Beyond the Conference 2021. We’d also like to thank NCSM Technology Liaison Charlene Chausis who helped set up the platform on which we built the event. We particularly appreciate the support of our generous Beyond the Conference 2021 sponsors. Without them, NCSM could not do much of the work that we do.



Featured Speakers, in chronological order, included:

Peter Liljedahl	Dr. Pamela Seda & Kyndall Brown	Tim Kanold
Mike Flynn	NCSM Coaching Corner Team	Lisa Brown & Danielle Seabold
Shelly Jones	Jim Ewing	Juli Dixon
Marian Small	Pam Harris	Gail Burrill
John Sangiovanni & Jenny Bay-Williams	Javier Garcia	Brea Ratliff
Christina Lincoln-Moore	James Tanton	Cathy Seeley
Aly Martinez, Amber Walker, Tina Lawson, & Patrice Woods	Linda Fulmore	Barb Dougherty & Karen Karp & Jenny Bay-Williams
Bill Barnes & John Staley	Brian Buckhalter & Candies Cook	Maggie McGatha
Crystal Watson	Kandi Hunter and Lowanna Jones	Mona Toncheff
Dr. Kristopher J. Childs	Deborah Ball & Darrius Robinson	

2021–2022 Virtual Leadership Seminars

NCSM held three Virtual Leadership Seminars, with a theme of Bold Mathematics Leaders, during the school year to provide mathematics leaders with focused one-day experiences.

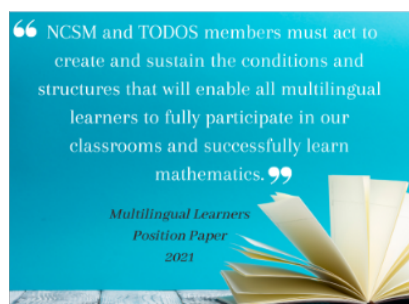
- *Coaching 101*, Nov 8, 2021. 51 people joined us as we deepened our understanding of foundational principles of coaching.
- *Coaching Practices that Promote Equity and Access*, February 7, 2022. 93 people joined us as we sharpened our understanding of coaching structures and strategies with a focus on equity.
- *Leadership Actions for Culturally Relevant Teaching in Mathematics Education*, March 7, 2022. 108 people joined us as we explored leadership actions for leading culturally relevant instruction.

Networking Nights with NCSM

In Fall 2020, NCSM launched a new initiative, *Networking Nights with NCSM*, a virtual networking and professional learning experience which is free for NCSM members. During the 20–21 school year, each month there was a new focus for the *Networking Night*.



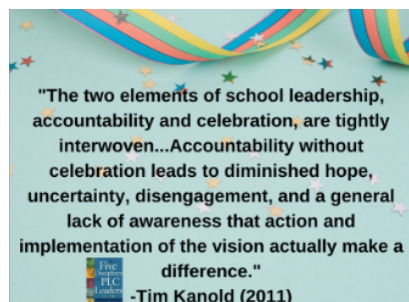
NCSM Past President Mona Toncheff, 2nd Vice President Georgina Rivera, and Professional Learning Director Jenny Novak (clockwise from top left)



February 23, 2022

Positioning Multilingual Learners for Success in Mathematics

In this session, we shared the joint position paper, *Positioning Multilingual Learners for Success in Mathematics*, authored by NCSM and TODOS: Mathematics for ALL as well as many resources for mathematics leaders to use in supporting multilingual learners in mathematics.



May 11, 2022

Celebrating Educators:

Building Educator Resilience Through Gratitude and Celebrations

In this session, we shared the importance of celebration and expressing gratitude as leaders, the ways we can celebrate, and what should be celebrated.



August 16, 2022

Our Children are not Numbers with Dr. Shelbi Cole, Jody Guarino, and Michelle Sterling

In this session, our expert panel shared their research around early assessment in grades K-2 and the impact it has on students.

2022 Summer Leadership Academy



Summer Leadership Academy Class of 2022

The 2022 Summer Leadership Academy was held in Baltimore, Maryland, on June 27–29, 2022. This three-day seminar supported 56 leaders as they developed a strategic plan personalized to their vision for math instruction and coaching. Mathematics leaders were equipped to develop a shared vision for mathematics instruction, implement high leverage teaching strategies, develop coaching structures, and monitor student learning for ALL students through an equity lens. To view some of the shared learning from the event, visit the #SLA22 twitter [moment link](#).

Participants for all the Virtual Events

Seminar	Participants
Virtual Leadership Seminar November 2021	51
Virtual Leadership Seminar February 2022	93
Virtual Leadership Seminar March 2022	108
Networking Night February 2022	55
Networking Night May 2022	27
Networking Night August 2022	83
Summer Leadership Academy 2022	56
Total	473 participants

UPCOMING EVENTS

2022–2023 Virtual Leadership Seminars

We have three virtual leadership seminars planned in 2022–2023.

- November 9, 2022 is titled *Culturally Relevant Mathematics Leaders: Designing Culturally Relevant Tasks*
- February 8, 2023 is titled *Culturally Relevant Mathematics Leaders: Empowering Students through Culturally Relevant Practices*
- March 8, 2023 is titled *Culturally Relevant Mathematics Leaders: Monitoring Culturally Relevant Practices*

Registration and more information about the virtual seminars will be available in September 2022.

2023 Annual Conference

Mark your calendars now! NCSM is hosting our 55th Annual Conference on October 28–31, 2023. We're thrilled to be back in Washington, DC where we will celebrate *Mirrors and Windows: Stories of Bold Mathematics Leadership*. Please note that the schedule for 2023 will be different than the traditional "Math Week" routine. NCSM's Annual Conference will be after NCTM's Annual Conference. Our opening session will be on Saturday evening with full days of sessions on Sunday, Monday, and Tuesday.

Our conference program will feature

- Stories of Advocacy
- Stories of Empowerment
- Stories of Redesigning Mathematics Instruction
- Stories Yet to be Told

We invite proposals that focus on the four focus strands for the 2023 NCSM Annual Conference. Both the NCSM Board of Directors and the NCSM 2023 Conference Committee particularly invite speakers with diverse views and varied experiences, including BIPOC as well as speakers from LGBTQ+ communities. As well, we are particularly interested in speakers who can share stories and solutions in their work with schools, teachers, and students from marginalized communities.





2023 STRANDS

<p>Stories of Advocacy</p> <p>What stories of advocacy do you have to share? How did you remove barriers and provide all students with access to rigorous, meaningful curriculum taught by highly effective teachers? How do we help each and every student to build mathematical understanding that will improve their lives and improve the world? How can we ensure that organizational structures, time and resource allocation, and systemic support are aligned, intentional and equitable?</p>	<p>Stories of Empowerment</p> <p>How do we empower students in the classroom? How do we empower teacher leaders and coaches to help grow their colleagues to higher student outcomes for each and every learner? How do we help empower coaches to coach for equity and look at classrooms through an equity lens and empower them to have important conversations around equitable outcomes for students? How do we partner with families so they have a voice in the instructional decisions that are made and invite them into the school to see mathematics instruction?</p>
<p>Stories of Redesigning Mathematics Instruction</p> <p>How do we reimagine mathematics instruction to ensure each and every learner is seen and heard? How are you reimagining instruction across a school or district and creating change? How do we redesign instruction and assessment so it both humanizes and centers students? How do we redesign classrooms that include</p>	<p>Stories Yet to be Told</p> <p>What innovative practices have led to greater student outcomes? What stories can you share from your classroom or district about impacts on students and next steps for math education? What do emerging leaders who taught during the pandemic have to say? What are people outside of the mathematics education field doing that can be applied in mathematics for all of us to learn and grow?</p>

Speaker proposals will be accepted from October 4, 2022, until November 1, 2022. Watch your email and social media for details.

Virtual Coaching Labs

NCSM recognizes that coaching is a vital component of mathematics leadership, regardless of your job title. The work of coaching is to support and empower teachers to ultimately increase student learning, create positive student identities, and develop confident users of mathematics. In Fall 2022, NCSM will launch Virtual Coaching Labs. These interactive sessions are designed to highlight coaching strategies and skills, provide a space for leaders to practice their coaching skills, and network with other mathematics leaders. Each session will include a topic of focus for the session, strategies and reflection questions to consider, and a problem of practice with role play opportunities in small groups.

More details about the Virtual Coaching Labs and registration information will be available soon on the NCSM Website and through email updates.



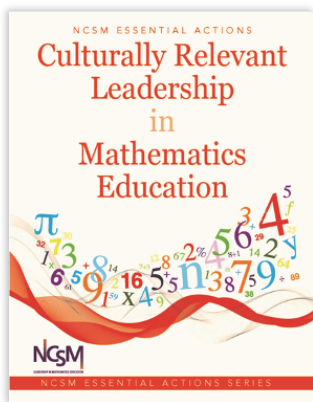
NCSM RESOURCES

In addition to professional learning events, NCSM also produces resources mathematics education leaders may use in their work. We produce print and digital resources that align with our mission and vision and support equitable access to high-quality mathematics teaching and learning for all teachers and students.

Podcasts

Each month, NCSM Past President Mona Toncheff and Eastern 2 Regional Director John Sangiovanni produce a podcast episode in which they discuss key issues affecting mathematics education with the right experts for the issue. The Learning with Leaders 2021–2022 podcast included The *Game Changers* series and the *Reset. Renew. Restore* series. The *Game Changers* series focused on conversations with people who are creating the change we need to make mathematics education more equitable for all of our students. The *Reset. Renew. Restore* series is conversations with leaders on how mathematics leaders can reset, renew and restore as we prepare for the 2022–2023 school year and beyond.

August 2021	If You Can't Find 'Culturally Relevant' Curriculum, Build One!" with Ishmael Robinson and Peggy Nayar
September 2021	"Broadening the Lens of Diversity, Equity, and Inclusion in Our Math Content and Pedagogy through History/Storytelling" with Sunil Singh
October 2021	"Providing the Bold Leadership Needed to Invigorate High School Math for ALL 15 Million HS Students" with Steve Leinwand and Eric Milou
November 2021	"Building Thinking Classrooms in Mathematics" with Peter Liljedahl
December 2021	"White Leaders Role in Dismantling Racism in Mathematics Education" with Kristopher Childs and Shelbi Cole
January 2022	"Positioning Multilingual Learners for Success in Mathematics" with Jim Ewing
February 2022	"Building Fact Fluency Through Mathematical Storytelling" with Graham Fletcher
March 2022	"#DeleteDeficitThinking: How Changing Beliefs Can Transform Our Mathematics Classrooms" with Rachel Lambert
April 2022	"Redefining Success: Supporting All Students to Reach Their Full Potential" with Juli Dixon
May 2022	"Resetting with Culturally Relevant Practices" with Cathery Yeh and Janaki Nagarajan
June 2022	"Rethinking Data Conversations" with John Staley
July 2022	"Renewing the Family and Caregiver Partnership" with Hilary Kreisberg and Matthew Beyranevand



Essential Actions: Culturally Relevant Leadership in Mathematics Education

NCSM debuted the *Essential Actions* for mathematics leaders book series in 2019. Our fourth book in the series, *NCSM Essential Actions: Culturally Relevant Leadership in Mathematics Education* debuted at our 2022 Annual Conference in Anaheim.

In this book, we extend the twelve essential actions from the *Framework for Leadership in Mathematics Education* as they apply to culturally relevant leadership practices. *Culturally Relevant Leadership in Mathematics Education* focuses on the essential actions leaders must apply to ensure students are engaged in culturally relevant and equitable mathematics

instruction. This book provides practical and actionable research-affirmed strategies, tools and resources to support the following guiding principles:

- *Empowering* students through culturally relevant practices
- *Designing* culturally relevant tasks
- *Monitoring* culturally relevant practices
- *Advocating* for culturally relevant practices

At the end of chapter, there are exemplar culturally relevant tasks with a comprehensive set of resources for leading culturally relevant mathematics. Learn more about the *Essential Actions* series on our [website \(https://www.mathedleadership.org/ncsm-essential-actions-series/\)](https://www.mathedleadership.org/ncsm-essential-actions-series/).

TREASURER REPORT

The following tables summarize the fiscal status of NCSM. Figure 1.2 (right) summarizes the operations accounts of NCSM. The NCSM Investment accounts have been impacted by the events of the last two years. However these investments are currently rebounding and the fiscal future of the organization remains secure.

The NCSM Charitable Trust was dissolved in 2020 and moved into a dedicated line item in the NCSM budget. Since NCSM is also a 501(c)(3) charitable organization, the Board of Directors approved merging the NCSM Charitable Trust with NCSM operations in order to simplify accounting procedures and make more efficient use of donations to the Iris Carl Travel Grant funds. The funds remain healthy.

Operations

Checking Account

Beginning Balance 1/1/2022	\$141,241.90
Ending Balance 6/30/2022	\$324,008.37

Savings Money Market Account

Beginning Balance 1/1/2022	\$61,608.08
Interest	\$3.06
Ending Balance 6/30/2022	\$61,611.14

*Bill.com Clearing Account

Beginning Balance 1/1/2022	\$0.00
Ending Balance 6/30/2022	\$0.00

*Transfer Account for Bill.com

Figure 1.2 Operations Account Balances

NCSM has also completed the transition to a calendar fiscal year. Starting in 2022 our budget will begin on January 1st and end on December 31st. We believe this change will allow for better forecasting for our fall conference.

Given the world events of this past fiscal year, the NCSM Finance Committee and NCSM Office worked hard to ensure that the organization remained fiscally sound. Thanks to the continued support and loyalty of our membership and sponsors, NCSM finances will allow the organization to serve our members by providing resources and opportunities moving forward into the 2022 fiscal year

and beyond. We are thankful for the financial leadership of NCSM Treasurer Linda Griffith (2017–2021) and Steven Shadel (2021–2023) as well as NCSM Executive Director Kim Gill as they help the NCSM Board of Directors guide the organization through uncertain financial times.

CONCLUSION

Doesn't it feel like we keep saying that the school year we just finished was unlike any other? One of my graduate school professors taught us that there's a world of difference in having 25 years of experience compared with 1 year of experience 25 times. I think that's our lot in life in the education world. Each year is different and brings unique challenges and rewards. Some of those challenges are certainly more stout than others. Because we are bold mathematics leaders, we can stick together and rise above, support our teacher and administrators, and work hard to create a more equitable world where we empower students to engage in powerful mathematical experiences.

The NCSM Annual Report provides us with an opportunity to look back at what NCSM has accomplished in the past year, reflect on our current state, and build excitement for what the future holds. We have seen some challenging times yet we know that brighter days are ahead. Thank you, my mathematics education leadership colleague, for joining us on this professional journey. On behalf of the NCSM Board of Directors, we are grateful that you are with us and we truly appreciate that our collective journey is richer because each of you is there.

Investments

Cash & Cash Alternatives

Beginning Balance 1/1/2022	\$62,868.50
<i>Interest Earned</i>	\$3.12
<i>Transfers to Investment Portfolio</i>	(\$26,409.12)
Ending Balance 6/30/2022	\$34,462.50

Investment Portfolio: Mutual Funds/ETFs

Beginning Balance 1/1/2022	\$351,284.74
<i>Transferred from Cash & Cash Alternatives</i>	\$26,409.12
<i>Dividends Earned</i>	\$2,975.20
<i>Investment Management Fee Paid</i>	(\$1,807.90)
<i>Change in Value of Investments</i>	(\$51,857.04)
<i>Transferred to Checking</i>	\$0.00
Ending Balance 6/30/2022	\$327,004.122

Figure 1.2 Investment Account Balances



LEADERSHIP IN MATHEMATICS EDUCATION

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