



ANNUAL REPORT 2022-2023

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”

In September 2022, NCSM hosted our 54th Annual Conference in Anaheim, California. This was our first in-person conference since COVID-19 shut down the world in March 2020. We were unsure of what to expect and I am proud to say that our members and constituents turned out in force, with almost 1,600 folks in attendance. That is about 80% of what we had in 2019 in San Diego!

This past year, our members have accomplished amazing things in their own work. Building up to our 2023 Annual Conference, we have focused on creating spaces for mathematics education leaders to tell their stories. Sometimes that space is a physical room and sometimes it is a virtual room. Sometimes that space is a written narrative and sometimes it is an oral narrative. NCSM believes in culturally relevant instruction and leadership. That means we must honor multiple ways of knowing. We honor written as well as oral and multimedia ways of telling our stories and making meaning from those stories. We celebrate both individual and collective achievements. As mathematics leaders we have an obligation to share our stories and listen to the stories of others. When we do so in community, we all emerge stronger.

MEMBERSHIP REPORT

The NCSM membership total is 2,736 as of September 30, 2023 (See Figure 1.1). This is an increase of 453 members since June 2022 and the membership number does not include institutional or affiliate members. After experiencing a modest decline in membership during the COVID-19 pandemic, our membership numbers are close to where they were prior to the pandemic. This is terrific news worth celebrating! Beginning July 1, 2022, we consolidated membership into one category, Individual Membership, with membership dues of \$85 per year.

NCSM Membership Report by Region								
Region	June 1 2016	May 30 2017	June 7 2018	June 20 2019	June 30 2020	June 3 2021	June 10 2022	Sept 30 2023
Canada	92	78	91	89	84	59	53	59
Central 1	280	224	340	323	391	295	289	261
Central 2	188	179	194	195	262	198	175	189
Eastern 1	354	321	437	412	397	341	311	325
Eastern 2	232	206	408	302	318	246	225	275
Southern 1	162	167	347	245	230	240	285	307
Southern 2	324	454	388	378	324	372	338	427
Western 1	254	186	207	232	221	204	210	300
Western 2	490	315	386	487	408	398	364	512
Int'l	25	14	26	23	23	17	13	15
No Region				56	196	77	33	66
Total of all Regions	2401	2144	2824	2742	2854	2447	2283	2736

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 2022–2023 Regional Directors included:



INTERNATIONAL REGIONAL DIRECTOR

Paul Gray
Dallas, Texas



SOUTHERN 2 REGIONAL DIRECTOR

Michael Greenlee
Austin, Texas



CANADA REGIONAL DIRECTOR

Deanna Brajcich
Victoria, British Columbia



CENTRAL 1 REGIONAL DIRECTOR

Nicole Stommel
Pleasant Prairie, Wisconsin



EASTERN 1 REGIONAL DIRECTOR

Amy Lucenta
Natick, Massachusetts



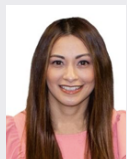
CENTRAL 2 REGIONAL DIRECTOR

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 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.

AFFILIATES



During 2022–2023, 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.

Affiliates in different states and provinces enjoyed the privilege of being together again in person throughout the 2022–2023 school year, particularly in Fall 2022.

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

- Maryland Council of Supervisors of Mathematics
- Texas Association of Supervisors of Mathematics
- Ontario Mathematics Coordinators Association
- California Mathematics Council
- South Carolina Leaders of Mathematics Education
- Boston Area Mathematics Supervisors
- Association of Teachers of Mathematics in Massachusetts
- Illinois Council of 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.

Equity Defined

Equity is creating the conditions, structures, and policies necessary to ensure that all students have relevant, meaningful, and high-quality sets of mathematical experiences, facilitated through effective teaching and learning practices with high expectations and the support and resources needed to maximize student learning. (NCSM, 2020, p. 111)

Our goal is to create learning spaces where it is no longer possible “to predict mathematics achievement and participation based solely on student characteristics such as race, class, ethnicity, sex, beliefs, and proficiency in the dominant language.” (Gutiérrez, 2002, p. 153)



STRATEGIC INITIATIVES UPDATE

The [Strategic Initiatives](#) are designed to focus our work to bring NCSM's mission and vision to life. Each initiative committee serves as a steering committee of sorts where NCSM Board members use the goals of the initiative to focus the work of NCSM and ensure that NCSM Board goals are represented, worked toward, and accomplished.

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.

NCSM EVENTS

54th Annual Conference

On September 26-28, 2022, NCSM hosted our 54th Annual Conference in Anaheim, California. This was our first in-person conference since the COVID-19 pandemic and we were pleased that almost 1,600 mathematics leaders joined us for three powerful days of professional learning and networking. The theme of the 54th Annual Conference was *Imagine. Inspire. Influence. Make an Impact!* showcasing our proximity to Disneyland and its world of inspiration and imagination.

Our keynote speaker was Dr. Tyrone Howard of the University of California at Los Angeles. We created a program showcasing imagination, inspiration, and influence from 75 speakers, 39 exhibiting companies, and 14 elite sponsors. Conference Coordinator Karen Spalding and 1st Vice President Sharon Rendon collaborated to lead a team of rock star committee members. Their vision made the conference experience one to remember.



And speaking of our 2022 elite sponsors, we cannot do what we do without their support. NCSM's sponsors make it financially possible for us to host our conference and keep registration costs lower than they would otherwise be. Their generous support not only makes our conference possible, but also helps bring their powerful ideas and work to your eyes.



Major Speakers

- John Staley
- Lisa Williams
- Amanda Jansen
- Traci Richards
- Laura Bower
- Zandra De Araujo
- Paul Gray
- Cathery Yeh
- Brea RATliff
- Peter Liljedahl
- Graham Fletcher
- Public Math Team: Molly Day, Christopher Danielson, and Chris Nho
- Ilana Horn
- Kristopher Childs

Spotlight Speakers

- Tim Kanold
- Latrenda Knighten
- Ma Bernadette Salgarino
- Kristen Sarginger
- Melissa Gilbert
- Thomasenia Adams
- Steve Leinwand
- Lisa Brown
- Danielle Seabold
- Tom Stricklin
- Marcus Blakeney
- Mona Toncheff
- Pam Seda
- Alexandra Martinez
- Phil Daro
- Stephanie Melville
- Chris Shore
- Natevidad Casas

Kay Gilliland Equity Lecture Awardee

Lateefah Id-Deen, Kennesaw State University

Ross Taylor/Glenn Gilbert Awardee

Ruth Harbin Miles, Mary Baldwin University

2022–2023 Virtual Leadership Seminars

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

- *Designing Culturally Relevant Tasks (Design and Advocate)*, November 9, 2022.
- *Empowering Students through Culturally Relevant Practices (Empower and Advocate)*, February 8, 2023.
- *Monitoring Culturally Relevant Practices (Monitor and Advocate)*, March 8, 2023.

Virtual Coaching Lab

NCSM Second Vice President Jenny Novak, Professional Learning Director Erin Lehmann, and Southern 1 Regional Director Ian Shenk led the inaugural series of virtual coaching labs. A series of six evening sessions, each session featured a presentation from a leading coaching expert along with an opportunity to practice coaching skills in small groups.



October 25, 2022

Coaching Basics and Active Listening

Featured Speakers: Jenny Novak, Erin Lehmann, and Ian Shenk

November 15, 2022

Cognitive Coaching

Featured Speaker: Maggie McGatha

December 13, 2022

Content-Focused Coaching

Featured Speaker: Faith Muirhead

January 10, 2023

Instructional Coaching

Featured Speakers: Ashley Boyd and John Hayes

January 31, 2023

Coaching through Challenging Situations with Strengths-Based Coaching

Featured Speaker: Beth Kobett

February 21, 2023

Coaching Teams

Featured Speaker: Faith Muirhead

2023 Summer Leadership Academy



Summer Leadership Academies

Day 1: Framework for Leadership/Instructional Leadership

Day 2: Culturally Relevant Leadership

Day 3: Coaching

Denver, Colorado: June 26-28, 2023

Register at bit.ly/NCSMSLA23

The 2023 Summer Leadership Academy was held in Greenfield Village, Colorado (near Denver) on June 26-28, 2023. This three-day seminar supported NCSM's mission and vision with a theme of "Be the Change: Leading Equity Work from a Coaching Stance." Participants learned that bold leadership in mathematics education leads to all students engaging in equitable, high-quality learning experiences. During the summer leadership academy, they also examined the structures, actions, and mindsets necessary to lead effective and equitable mathematics programs.



NCSM Board of Directors, 2022-2023



UPCOMING EVENTS

2023–2024 Virtual Leadership Seminars

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

- 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.



2024 Annual Conference

Mark your calendars now! NCSM is hosting our 56th Annual Conference on October September 23-25, 2024. We're thrilled to be heading for Chicago, Illinois, where we intended to be in 2020 before COVID-19 decided differently. Gathering together, we will plan for *Breaking Barriers with Bold Mathematics Leadership*. NCSM's Annual Conference will once again precede NCTM's Annual Conference and the traditional order of Math Week is restored!

Our conference program will feature sessions about:

- Disrupting the Status Quo,
- Overcoming Challenges,
- Eliminating Structural, Cultural, and/or Instructional Barriers, and
- Breaking Through: Coaching to Support Change.

We invite proposals that focus on the four focus strands for the 2024 NCSM Annual Conference. Both the NCSM Board of Directors and the NCSM 2024 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.



2024 STRANDS

<p>Disrupting the Status Quo</p> <p>Bold mathematics leaders challenge long-standing practices or beliefs that are not aligned with research and best practices for teaching and learning. Sessions in this strand will focus on ways that leaders have disrupted the status quo, including: applying culturally relevant leadership practices to empower, design, monitor, and advocate for culturally relevant practices, implementing practices that have led to greater student outcomes and/or teacher growth, and engaging stakeholders in the process to support equitable mathematics instruction.</p>	<p>Overcoming Challenges</p> <p>Bold mathematics leaders face many challenges as they support a vision for effective mathematics instruction. Sessions in this strand will focus on overcoming challenges at the classroom, school/ institution, and/or district level, including: ensuring each teacher has a deep understanding of mathematics standards, processes and assessment practices to ensure equitable student outcomes, creating innovative ways to support mathematics teachers as schools face a growing teacher shortage, and developing plans of action to address gaps, inequities, or areas of need identified through thoughtful data analysis.</p>
<p>Eliminating Structural, Cultural, and/or Instructional Barriers</p> <p>Bold mathematics leaders support educational equity and actively work to eliminate barriers for student access and success. Sessions in this strand will focus on actions to eliminate barriers, including: ensuring each and every student has access to grade level content and intensification based on evidence of student learning, addressing unproductive beliefs that impact the quality of instruction students receive, and addressing policies, norms, and practices that support inequities at the classroom, school, or system level.</p>	<p>Breaking Through: Coaching to Support Change</p> <p>Bold mathematics leaders leverage coaching as a vehicle for change. Sessions in this strand will focus on the coach's role in supporting all aspects of the teaching and learning of mathematics, including: supporting mathematics teachers in redesigning classroom instruction which supports all learners, building a coaching culture of reflection, refinement, and action focused on the continuous improvement in mathematical learning for teachers and their students, and applying research-informed coaching practices to enhance teaching practices.</p>

Speaker proposals will be accepted from November 1, 2023, until December 1, 2023. Watch your email and social media for details.

Virtual Coaching Labs

They're baaaack! Our Professional Learning team is pleased to announce the following schedule for the 2023-2024 Virtual Coaching Lab Series. Watch your email and social media for registration instructions and keep an eye on NCSM's website, www.mathedleadership.org for updates.

- November 14, 2023: Establishing Coaching Routines with Mona Toncheff
- December 5, 2023: Extensions of Coaching Basics with Nicora Placa
- December 19, 2023: Equity Coaching with Jenny Bay-Williams
- January 9, 2024: Strategic Coaching/Coaching Leaders with Beth Kobett
- January 30, 2024: Cognitive or Content-Focused with Kandi Hunter
- February 20, 2024: Navigating the Coaching Role/Advocacy for Coaching with Skip Fennel



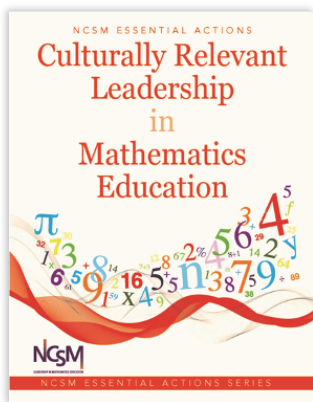
NCSM RESOURCES

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 produces a podcast episode in which they discuss key issues affecting mathematics education with the right experts for the issue. The 2022–2023 podcast series included *Learning with Leaders* hosted by NCSM Past President Mona Toncheff and Eastern 2 Regional Director John Sangiovanni and introduced *We Are ALL Math People* hosted by NCSM President (2023-2025) Katey Arrington and NCSM Board Member Brian Buckhalter (Dr. Buck!).

August 2022	"Culturally Relevant Leadership in Mathematics Education" with Paul Gray, Georgina Rivera, Natalie Crist, Shelly Jones, and Jenny Novak.
September 2022	"Culturally Relevant Leadership in Mathematics Education" with Jenny Novak, Becky Angus, Georgina Rivera, and Pam Seda
October 2022	"Creating a District-Wide Evolution toward Rough Draft Math" with Amanda Jansen, Traci Richards, and Laura Bower
November 2022	"Leading Outside of the Box: Reimagining Culture, Community, and Collaboration" with Brea Ratliff
December 2022	"Coaching Teachers to Affirm Students in Mathematics" with Thomasenia Lott Adams
January 2023	"How 'Best Practices' Talk Inhibits Teacher Learning" with Ilana Horn
February 2023	"New Hosts. New Series. New Stories." with Katey Arrington and Brian Buckhalter
March 2023	"Preparing to Lead the Learning" with Erin Lehmann, Pam Seda, and Jenny Novak
April 2023	"Teaching Math Teachers as Agape" with Joel Amidon
May 2023	"6 Tools for Collaborative Math Coaching" with Nicora Placa and Tracy Zager
June 2023	"The Launch Years Math Organizations Leadership Network" with Denise Thornton and John Staley
July 2023	"The Power of Invitation" with Nicole Goberdhan and Catherine Paolucci



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 1/1/2023	\$367,209.72
Ending Balance 9/30/2023	\$917,059.16

Savings Money Market Account

Beginning Balance 1/1/2023	\$61,614.25
Interest	\$4.60
Ending Balance 9/30/2023	\$61,618.85

*Bill.com Clearing Account

Beginning Balance 1/1/2023	\$0.00
Ending Balance 9/30/2023	\$0.00

*Transfer Account for Bill.com

Figure 1.2 Operations Account Balances

NCSM has also completed the transition to a calendar fiscal year. Beginning with 2022 our budget will begin on January 1st and end on December 31st. This change has allowed 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 2023 fiscal year and beyond. We are thankful for the financial leadership of NCSM Treasurer 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

While the COVID-19 pandemic might be legally over, we know that we will be addressing its lingering effects for years to come. Our 2022 Annual Conference in Anaheim saw 80% of our pre-COVID attendance and registration for the 2023 Annual Conference in Washington, DC, remains strong. Our membership is back to almost its pre-COVID levels. Considering that we have experienced rapid turnover in both our teaching force and our educational leadership force, these numbers indicate that NCSM remains a strong and vibrant organization.

We remain committed to ensuring that all teachers and all students have equitable access to powerful learning. We remain committed to creating spaces for a diverse set of mathematics educators and leaders to tell their stories. When viewpoints from a diverse set of lived experiences are present at the decision-making table, we have a fuller picture of our world that allows us to make better decisions for all mathematics educators and leaders.

Investments

Cash & Cash Alternatives

Beginning Balance 1/1/2023	\$20,750.04
<i>Interest Earned</i>	\$58.26
<i>Transfers to Investment Portfolio</i>	\$2,597.72
Ending Balance 9/30/2023	\$23,406.02

Investment Portfolio: Mutual Funds/ETFs

Beginning Balance 1/1/2023	\$348,519.83
<i>Transferred from Cash & Cash Alternatives</i>	(\$2,597.72)
<i>Dividends Earned</i>	\$9,414.22
<i>Investment Management Fee Paid</i>	(\$2,836.43)
<i>Change in Value of Investments</i>	(\$5,280.86)
<i>Transferred to Checking</i>	\$15,000.00
Ending Balance 9/30/2023	\$372,780.76

Figure 1.2 Investment Account Balances



LEADERSHIP IN MATHEMATICS EDUCATION

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