

CharacterPlus®

a world where positive character is universal

Nationwide Partnership Program Guide



+50 DISTRICTS



+500 SCHOOLS



+16,000 TEACHERS



+400,000 STUDENTS

CharacterPlus®

a world where positive character is universal



CharacterPlus® is your partner on your personalized social, emotional, and character development journey. We meet you where you are and help you build a strong, positive school culture, strengthening the foundations necessary to create amazing communities where everyone can be their best.

About Us

CharacterPlus empowers the next generation of leaders, inspiring them to be compassionate people of integrity. We provide evidence-based approaches and effective practices that help educators create a caring, high-achieving school culture where every person can show up as their best self.

We do this by promoting positive social, emotional, and character development in young people, partnering with schools, families, and communities to provide character education – evidence-based processes and experiences, expert support and coaching, and professional resources.

CharacterPlus has over 30 years of experience in building strong communities of character by investing in the character development of young people in thousands of classrooms and by focusing on the SEL needs of students and staff. Founded in 1988 by Sanford (Sandy) N. McDonnell, a leading advocate of character education and Chairman Emeritus of McDonnell Douglas Corporation, CharacterPlus's history involves partnering with schools committed to enriching the whole child. CharacterPlus's process is nationally recognized and is one of the most successful community-wide character education initiatives in the country.

Through a variety of proven methods, CharacterPlus helps educators and administrators embed a flexible, character-based framework that creates a positive school environment where all staff and students feel safe to be themselves, learn, and thrive.

Programming and Processes: Our Customized Experiences

The most notable characteristic that sets CharacterPlus apart from other character and SEL initiatives is the fact that we do not have a binder of lessons or a specific curriculum that schools implement. Rather, we work to build a deep, foundational understanding among stakeholders of how and why social, emotional, and character development are the key to student success. We create a customized approach for each school and district with whom we partner, with the goal of weaving character into the fabric of the school community.

CharacterPlus' asset-based approach means that if your school is already using lessons that explicitly teach character or SEL skills, that is great. If they are adding value to your school, we do not try to replace them or have you stop using them. Rather, we customize our programming to work with these current programs and lessons to enhance their impact. We know, however, that when these stand-alone programs are considered a school's entire social-emotional and character initiative, they often fall far short of the intended outcomes. They can feel like just another thing on the crowded school-initiative plate instead of something worthwhile. CharacterPlus is your partner in developing the foundations deep within your culture to help the people in your community be their best selves and know that this effort is worthwhile.

Our foundational work is centered around the ABCs of Character: Autonomy, Belonging, and Competence. These concepts are at the heart of what makes human beings excel; they are the motivation that propels people to want to be the best version of themselves. The concept of internal motivation is grounded in years of research around Deci and Ryan's Self-Determination Theory.

This research is connected to all aspects of the school community:

- Staff Culture
- Student Culture
- Mission, Vision, and Values
- Leadership
- Communication
- Service Learning
- Assessment-Capable Learners
- Data and Accountability

When students and staff feel the ABCs working in all aspects of the school, the data overwhelmingly demonstrates the impact on achievement, behavior, and trust. In addition, the school becomes a community where everyone feels empowered, valued, and where a sense of belonging is palpable.



How to Use the CharacterPlus Program Guide

Throughout the pages of this book are learning experiences that will help you lead your school or district on your journey to build a positive culture and climate. Any of the processes or academies you see on these pages can be customized to best fit your needs. Our experts will work with you to determine where you are, what is working, and what the next steps are that will propel you forward.

We would love to talk with you about how our culture and climate experts can help bring your goals for your school to the next level.

"This program brings back the heartbeat of teaching and equips us to develop the whole child."

"This program gives me the motivation and resources to be my best self for my students."

"This work reinforces how important character is for our students."

"This academy has helped my students' engagement in the classroom go through the roof."



Catherine Johnson
Brittany Woods Middle School



Korrin McDonald
Busch Middle School of Character



Adrienne Fox-Ray
Westchester Elementary



Emilee Medlinger
North Kirkwood Middle School

WHAT TEACHERS SAY ABOUT TEACHER ACADEMY IN CHARACTER EDUCATION



CharacterPlus Way

One of our processes, CharacterPlus Way, uses data for ongoing assessment, monitoring, and refinement to create a comprehensive and sustainable framework with proven results of increasing test scores and academic achievement while decreasing disciplinary incidents. This process and its results have been nationally recognized by CASEL.



NATIONAL LEADER

Missouri leads the country in the most recognized National Schools and Districts of Character. More than 25% of the National Schools of Character are affiliated with CharacterPlus.



CharacterPlus is the longest-running and largest community-wide character education initiative in the country.

■ IN-PERSON EXPERIENCES ■

COHORTS & ACADEMIES

- Athleadership Academy in Character Education (AACE)
- The CharacterPlus Way (CPW)
- District Leader Academy in Character Education (dLACE)
- Equity & Justice Academy in Character Education (EJACE)
- Socio-Emotional Leadership Foundations Academy (SELf)
- Teacher Academy in Character Education (TACE)

WORKSHOPS

- The ABCs

Help to ensure you are being intentional about creating a school community in which all students have a voice, belong, and feel competent.

- Class Meetings

Help to ensure that your classroom atmosphere becomes one of cooperation, collaboration, and mutual respect, where students are encouraged to share their thoughts, are given choices, and use group problem-solving skills.

- Culture Carriers

Overview follows

■ ONLINE EXPERIENCES ■

■ ASYNCHRONOUS

On-Demand Learning

- Character in 15 *preview @ characterplus.org/icharacterplus*
- Foundational Certification in Character Education
- Signature Series *preview @ characterplus.org/icharacterplus*

■ SYNCHRONOUS

Live Lessons on Zoom

- Virtual Teacher Academy in Character Education (vTACE)

■ ASSESSMENTS ■

- cSurvey
- c2Audit



■ IN-PERSON EXPERIENCES ■

COHORTS, ACADEMIES & WORKSHOPS



THE ATHLEADERSHIP ACADEMY IN CHARACTER EDUCATION by characterplus

Born from CharacterPlus's work with the NCAA, the High School Athleadership Academy in Character Education (AACE) provides character education skill-building for secondary school athletes. CharacterPlus has adapted its K-12 evidence-based process for creating Autonomy (voice and choice), Belonging (being part of a community), and Competence (the ability to do something successfully) for high school coaches and their athletes. Annually, each participating high school selects student-athletes from every sport to attend AACE training in order to become AACE Character Ambassadors.

AACE GRADUATES WILL GAIN:

- Understanding self as a leader :*
- *Core values, noble purpose, relationship building*

- A team where athletes are empowered, competent, and feel like they belong*
- *Collaboration with leadership team and coaches*

- *Perspective by prioritizing character*

- Stronger relationships and understanding the positive virtues of intrinsic motivation*



AACE OUTCOMES INCLUDE:

- *athletes feeling valued*
- *a sense of belonging for teammates*
- *team culture that actively includes athlete's voice*
- *stronger social, emotional, character, and performance*
- *model student-athlete leaders who make a positive impact on their teams, schools, and fans*



- *3 Sessions (Fall, Winter, Spring)*
- *Coaches Training (Virtual Asynchronous)*
- *Up to 45 Athleaders per session*
- *\$4,500 per High School plus travel*
- *Guidelines/Suggestions provided to ADs each season*
- *Session dates, length & location determined in collaboration with Coaches*

(AD to meet with Fall sports, Winter Sports, and Spring Sports during season to highlight implementation of AACE programming)

What NCAA athletes and coaches say about the Athleadership Academy in Character Education's impact:

- "we are a more unified family"*
- "we are creating competitive and passionate athletes who also have extraordinary character on and off the field"*
- "we cannot wait to continue our meetings as AACE character ambassadors"*

"this gives coaches the opportunity to work on being a transformational versus a transactional coach, which is often the default"



Dr. Nathan Hostetler
Director | AACE High School
nhostetler@characterplus.org



APPLY OR LEARN MORE - VISIT WWW.CHARACTERPLUS.ORG/AACEHIGH SCHOOL
QUESTIONS? CONTACT DR. NATHAN HOSTETLER, AACE DIRECTOR, CHARACTERPLUS - NHOSTETLER@CHARACTERPLUS.ORG

CharacterPlus Way®

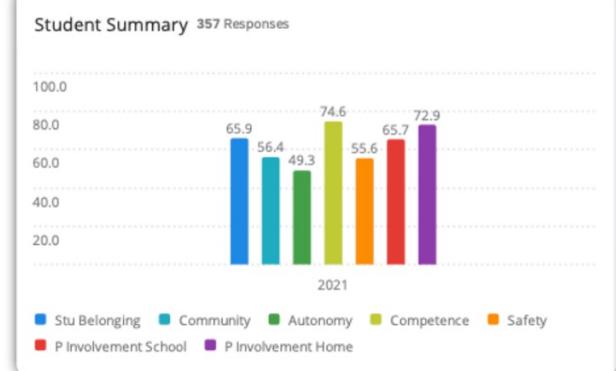
CharacterPlus Way® is an evidence-based process developed by CharacterPlus to transform school climate, increase academic achievement, and reduce behavior referrals. The three-year process was the focus of a federally funded study, and the successful results led to CharacterPlus Way being listed as a Promising Program with CASEL. Results reflect that the CharacterPlus Way is a compelling process that significantly impacts school culture, resulting in healthier schools. Results further indicated an improved school environment where students are engaged in more positive pro-social behavior with a significant reduction in discipline referrals and increases in achievement.

Customized on-site coaching and consultation services are at the core of the process. This allows schools to address their specific issues at a pace that works for their staff and students, ultimately leading to whole-school transformation. CharacterPlus Way process schools include early childhood, elementary, middle, and high schools.

We will personalize this process in collaboration with your team and bring our expert staff and coaches to your site.

CharacterPlus Way federal research grants provided data that showed when implemented with fidelity:

- staff morale was higher
- staff possessed a strong sense of purpose
- staff and students enjoyed a higher level of administrative support
- more students scored at proficient or advanced on state assessments
- students demonstrated healthier prosocial behavior
- school safety improved
- fewer student behavior office referrals occurred
- students felt greater feelings of belonging and autonomy
- and students were more likely to view the school as a community



Over the last three decades of positively impacting school culture and climate, CharacterPlus has become an evidence-based leader in assessing the critical factors that lead to great schools. Our Qualtrics-based annual cSurvey provides the quantitative measurements needed to shape the CharacterPlus Way process.



Promising CASEL SEL Program Designation Indicating Improved SEL skills and attitudes and improved teaching practices

CharacterPlus®

REQUEST OR LEARN MORE - VISIT WWW.CHARACTERPLUS.ORG/CHARACTERPLUSWAY

QUESTIONS? CONTACT NICOLE DIEHL, DIRECTOR OF PROGRAMMING - NDIEHL@CHARACTERPLUS.ORG

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the district leader academy in character education

Learn to use character education essentials as part of school improvement practices district-wide to ensure a comprehensive, intentional, and proactive approach to student development. dLACE scholars can positively impact academic performance, school culture, climate, referral rates, and teacher job satisfaction.

The ideal dLACE scholar is someone who has the ability and is empowered to lead this work in the district.

dLACE GRADUATES WILL:

- Understand character skill-building's impact on self and others
- Understand character education frameworks
- Understand character education best practice implementation
- Understand how to advocate and lead character education in a district
- Assess the social, emotional, and character strengths and needs of the district
- Lead the implementation process of the culture and climate survey and interpret the data report created
- Lead their district in the implementation of best practices



**Year-Long Leadership Cohort
Character Education Starter Library
5-6 Full Day Sessions**

**iCharacterPlus Online Programming Access
Follow Up vTACE Opportunity for your Teachers
cSURVEY Access**

THE OVERALL IMPACT OF CHARACTERPLUS HAS SHOWN THESE OUTCOMES :

- Staff morale is higher
- Staff possess a strong sense of purpose
- More students score proficient or advanced on assessment tests
- Students demonstrate healthier prosocial behaviors
- Fewer student behavior office referrals occur
- Students report greater feelings of competence, belonging, and autonomy
- Students are more likely to view the school as a community

**HELD AT YOUR LOCATION
OF CHOICE**



**DATES DETERMINED BASED
ON YOUR SCHEDULE**

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APPLY OR LEARN MORE - VISIT WWW.CHARACTERPLUS.ORG/DLACE

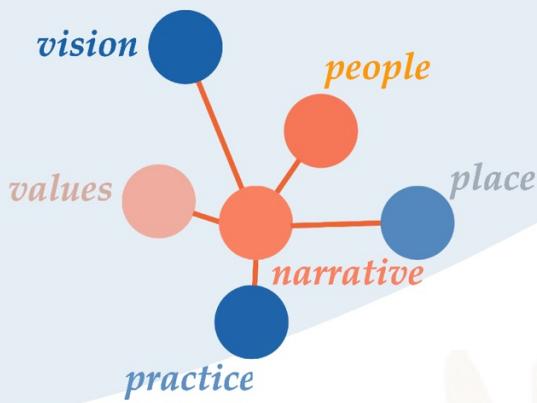
QUESTIONS? CONTACT KRISTEN PELSTER, SENIOR DIRECTOR, CHARACTERPLUS PROGRAMMING - KPELSTER@CHARACTERPLUS.ORG

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Equity & Justice Academy in Character Education

EJACE's mission is to ensure a just, equitable, and inclusive school culture. EJACE helps administrators, staff, and students identify and develop mission and vision, values, people, practices, place, and narrative that will reduce the negative impact of inherent bias, social insensitivity, prejudices, and systematic intolerance.



EJACE is a year-long experience in leadership growth and development through the Equity and Justice lens. Each school will bring a team of four staff members, including the building principal. There will be a separate but coordinated student leader training series that occurs at the school site.

- All stakeholders will know that equity and justice are central to who we are.
- Equity and justice will show up in our mission and vision.
- We will be aware of the written and unwritten values of our school.
- We will address oppressions openly and honestly.
- Our policies will reflect equal access and equity for all stakeholders.
- Our curriculum will be representative of all cultures and will be focused on teaching cultural relevance.
- Our physical space and place will create a feeling of equity and justice for all.

EJACE offers a thoughtful assessment and opportunities to create a building-wide inclusive climate and culture through five introspective stages by building autonomy, belonging, competence, and dignity.

QUESTIONS? CONTACT
DR. GRACE LEE, EJACE DIRECTOR
GLEE@CHARACTERPLUS.ORG



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LEARN MORE - VISIT WWW.CHARACTERPLUS.ORG/EJACE

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Informed by research in adult learning theory, and combined with Socio-Emotional and Character principles, SELf graduates will:

- Develop leaders' capacity to be their best self in order to serve students, school, and community.
- Internalize Autonomy, Belonging, Competence, and Dignity and understand its impact in creating thriving school communities.
- Embrace leading change effectively by understanding self and others.
- Experience best practices in character education.
- Build an awareness of the power of capacity mapping, future planning, and SEL in order to affect change.
- Engage in experiential and problem-based learning to help bridge the gap between awareness and intentionality to action by cultivating a culture of character (SEL-Aligned) in a school/district.
- Connect learning to evidence-based character and SEL frameworks.

SEMESTER OPTION
4 SESSIONS



Year-Long Cohort Learning
Customized to Your Region
4-7 On-Site Full-Day Sessions

THE IDEAL SELf PARTICIPANT

Superintendent
Assistant Superintendent
Principal
Director
SEL Program Coordinator
Counselor

THE OVERALL IMPACT OF CHARACTERPLUS HAS SHOWN THESE OUTCOMES:

- Staff morale is higher
- Staff possess a strong sense of purpose
- Staff and students enjoy a higher level of administrative support
- More students score proficient or advanced on assessments
- Students demonstrate healthier prosocial behaviors
- Fewer student behavior office referrals occur
- Students report greater feelings of competence, belonging, and autonomy
- Students are more likely to view the school as a community

FULL-YEAR OPTION
7 SESSIONS

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APPLY OR LEARN MORE - VISIT WWW.CHARACTERPLUS.ORG/SELF
QUESTIONS? CONTACT DR. JULIE SPERRY, DIRECTOR OF PROGRAM EXPANSION & INNOVATION - JSPERRY@CHARACTERPLUS.ORG
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Personalized to Meet Your School & District Needs

TO LEARN MORE OR
BRING TACE TO YOUR
REGION CONTACT
jsperry@characterplus.org
HELD AT YOUR LOCATION
OF CHOICE

Designed for Elementary & Secondary Teachers

Six (6) Full-Day Sessions Led by Top Educators & Character Education Experts

Character Education Starter Library



MISSION

To equip early-career teachers with the knowledge, experiences, & tools to build positive character & culture for self & others in their school community.

ACADEMY CO-DIRECTORS

JULIE SPERRY, Ed.D.
RENE SOMMERS, Ed.D.



GOAL

To increase academic student success, decrease referrals, reduce teacher turnover, & increase job satisfaction.

PURPOSE

The first? To inspire a personal commitment to social, emotional, and character development as a teacher in order to best live the noble purpose all educators share.

The second? To equip teachers with character development best practices & evidence-based methods for building positive character skills in students.



EXAMPLE SESSION SCHOLARS & EXPERTS

CLIFTON TAULBERT | GRACE LEE, Ed.D.

ERIN SCHULTE, Ph.D. | KRISTEN PELSTER, Ed.S. | KASHINA BELL, Ed.D.

HAL URBAN, Ph.D. | ROXANNA MECHEM, Ed.S.

SESSION DATES ARE DETERMINED BASED ON YOUR SCHEDULE



educators beyond the classroom

For hundreds of children in your school district, their bus driver, custodial staff, lunchroom team, before-school care, nurse, para-professionals, and administrative assistants are the first educators they interact with as they begin their school day. As a result, your school's character initiative is put in motion long before students enter the classroom. Ensure your school thrives with every interaction with Culture Carriers by CharacterPlus. Build positive character, social, and emotional skills with your educators beyond the classroom.



- Create stronger bonds and a sense of belonging for all support staff in your school
- Give bus drivers and all support staff the tools to strengthen relationships on buses, in the lunchroom, and throughout the building
- Provide students an increased sense of belonging and safety in every school setting
- Build an in-depth understanding of why each staff member matters in this effort, and how their actions and words strengthen school climate and culture
- Share real-world examples of how students view all adults in their school community as role models
- Develop a keen understanding of how positive relationships can be forged even in the micro-moment interactions found between student and members of your support staff

This training can be customized for time you have available and delivered on-site at your school.

CharacterPlus®

REQUEST OR LEARN MORE - VISIT WWW.CHALECTERPLUS.ORG/CULTURECARRIERS

QUESTIONS? CONTACT LYNN CLAPP, DIRECTOR OF CULTURE CARRIERS - LCLAPP@CHARACTERPLUS.ORG

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■ ONLINE EXPERIENCES ■

ASYNCHRONOUS & SYNCHRONOUS



Foundational Certification in character education (FCiCE)

This online asynchronous workshop will provide the instruction needed to create a solid foundation around the basic tenets of character education. If you are ready to transform your school or classroom into a true community of learners, move your school or classroom from good to great, and increase student achievement while decreasing discipline incidents, this is for you.

A Character Education Head Start

Character Education History
The 11 Principles Framework
The ABCs of Character
Class Meetings

"This online workshop allowed many people that wouldn't have been able to attend an in-person training to complete a course that is valuable to every person."

"I enjoyed the layout of the course and how it was broken into easy-to-manage chunks for my schedule. It was very informational and had me reflecting on my own work in the classroom. It got me thinking and wanting to do better for my own students."

"I love that it is at your own pace. As a full-time student, mom of 3, and working full-time, I loved that I could come and go without feeling like I was going to miss something, or that I would have to sit for hours at a time!"



Building Positive Relationships
Curriculum Integration
Classroom Management
Classroom Strategies



The Foundational Certification process includes:

• Asynchronous online modules with built-in assignments

• Course includes approximately 8-10 hours of self-paced work

• Real classroom examples of implementation

• Feedback on your workbooks and a certificate of completion sent via email

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REQUEST OR LEARN MORE -VISIT WWW.CHARACTERPLUS.ORG/FCICE

QUESTIONS? CONTACT NICOLE DIEHL, DIRECTOR OF PROGRAMMING - NDIEHL@CHARACTERPLUS.ORG

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the Virtual Teacher Academy



in Character Education



Designed
for Elementary
& Secondary
Teachers



Six (6)
Full-Day
Sessions Led by
Top Educators &
Character Ed
Experts



Live Training
Sessions via
Zoom

PURPOSE

The first? To inspire a personal commitment to social, emotional, and character development as a teacher in order to best live the noble purpose all educators share. The second? To equip teachers with character development best practices and evidence-based methods for building positive character skills in students.

MISSION

To equip early-career teachers with the knowledge, experiences, and tools to build positive character and culture for self and others in their school community.

GOAL

To increase academic student success, decrease referrals, reduce teacher turnover, and increase teacher job satisfaction.



VIRTUAL PROMISE

vTACE will be highly interactive and personally engaging. Each session is led by scholars who facilitate collaborative learning and provide real-life applications. vTACE is a LIVE SYNCHRONOUS EXPERIENCE on ZOOM.

TO LEARN MORE

OR APPLY,

PLEASE VISIT:

jsperry@characterplus.org



EXAMPLE SESSION SCHOLARS
AND EXPERTS

CLIFTON TAULBERT | GRACE LEE, Ed.D.
ERIN SCHULTE, Ph.D. | KRISTEN PELSTER, Ed.S. | KASHINA BELL, Ed.D.
HAL URBAN, Ph.D. | ROXANNA MECHEM, Ed.S.

THE ABCs of CHARACTER
(AUTONOMY, BELONGING,
COMPETENCE)

CHARACTER EDUCATION
HISTORY & FRAMEWORKS

CLASS MEETINGS
& STRUCTURES

SELF-CARE &
MINDFULNESS

BUILDING POSITIVE
RELATIONSHIPS

CLASSROOM MANAGEMENT

TRAUMA, DIVERSITY, EQUITY
& BIAS AWARENESS

CURRICULUM INTEGRATION

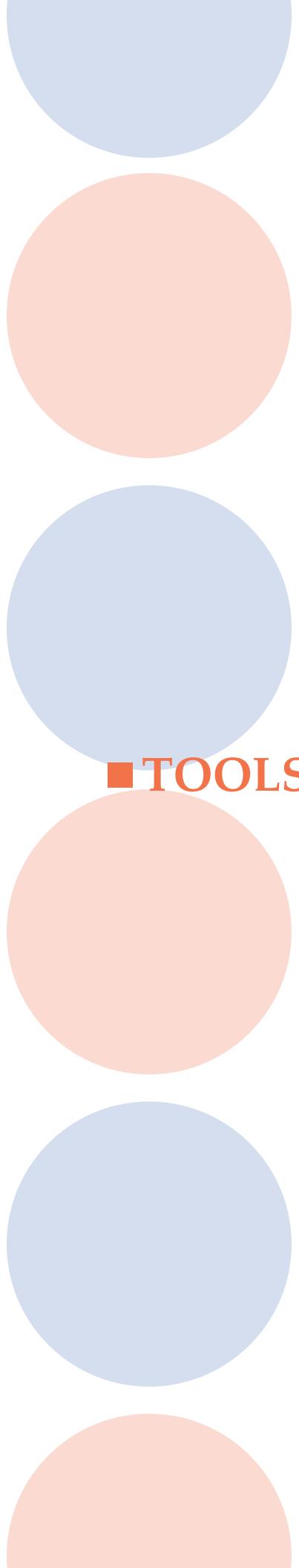
EFFECTIVE COMMUNICATION
WITH PARENTS &
COWORKERS

ACADEMY CO-DIRECTORS

JULIE SPERRY, Ed.D.
RENE SOMMERS, Ed.D.



SESSION
DATES ARE
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BASED ON
YOUR
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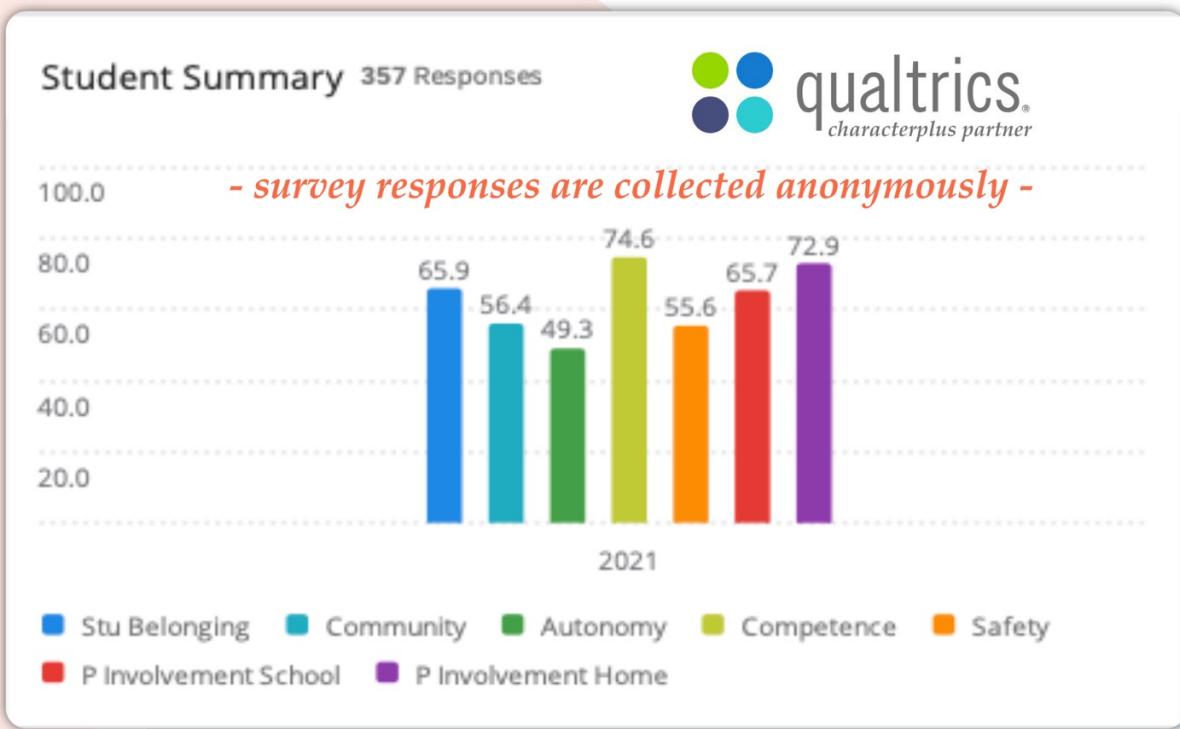
■TOOLS & RESOURCES■

cSURVEY



character insights for growth
by characterplus

Over the last three decades of positively impacting school culture and climate, CharacterPlus has become an evidence-based leader in assessing the critical factors that lead to great schools. CharacterPlus is now offering our Qualtrics-based Culture and Climate Survey platform to administrators in their quest to better understand where excellence can be attained in their school or district.



cSURVEY questions are age/participant appropriate, thoughtfully brief, and *collected anonymously*. Participation rates are high on our mobile-friendly platform. The CharacterPlus results report allows a school team to easily see gaps in perceptions between all stakeholder groups surveyed: students (third grade and up), staff, and parents/guardians.

cSURVEY CATEGORIES

- Feelings of Belonging
- Sense of School as Community
- Sense of Autonomy and Influence
- Sense of Competence
- Sense of School Safety
- Parents' Involvement at Home
- Parents' Involvement at School
- Student Engagement

cSURVEY & RESULTS

- \$750
- Survey Virtual Consult and Setup
- School-Specific Password
- Personalized with School Name
- Mobile Survey Access
- Monitoring Throughout Process
- Key Indicators Report
- Data Protocol for Processing Results

cSURVEY, RESULTS, & SUPPORT

- \$950
- Complete \$750 Program Plus
- Two Hours via Zoom
- Data Interpretation
- Coaching/Next Steps

cSURVEY data is strictly private for school use. CharacterPlus does not share or make results available to any outside party.

For questions or to set up your cSURVEY, please contact Nicole Diehl, Director of Programming, at ndiehl@characterplus.org



school climates and cultures of excellence

Schools often need an expert, unbiased perspective of the current school culture, climate, and impact of SEL and character programming initiatives. The c2Audit does just that!

belonging

community

connected

empowered

challenged

trusted

CharacterPlus consultants from our programming team will spend six hours at your school during a typical day. They will tour the building and meet with the different stakeholders including administration, staff, and students to learn about the level of character education implementation in the school.

This process will create a list of strengths and implementation possibilities aligned with Character.Org's *11 Principles of Character Education Framework* as well as recommendations for immediate next steps.

"This was one of the best assessments we have ever done, and it has provoked great conversations about what we can continue to improve upon! It's definitely impacting and guiding our goals for the future, too."

Dr. Lorinda Krey, Principal

CharacterPlus

REQUEST OR LEARN MORE -VISIT WWW.CHARACTERPLUS.ORG/C2AUDIT

QUESTIONS? CONTACT NICOLE DIEHL, DIRECTOR OF PROGRAMMING - NDIEHL@CHARACTERPLUS.ORG

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THE TEAM

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CharacterPlus® CEO, LACE Academy, The U.S. Army Intelligence Center & School, Wharton School Executive Program, University of Alabama, Center for Character & Citizenship, Affiliate Scholar, & Brand-P Principle, mike@characterplus.org

Nicole Diehl

CharacterPlus® Director of Programming, Leading the nation in schools coached that have become State & National Schools of Character, Instructor, CharacterPlus Way Director, ndiehl@characterplus.org

Emilie Johnson, Ph.D.

CharacterPlus® Senior Facilitator, Instructor, Senior Professor of Education, College of Education and Human Services at Lindenwood University, with an emphasis on Advanced Education Psychology, ejohnson@characterplus.org

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CharacterPlus® Director of District and Community Partnerships, Retired District Administrator at Maplewood Richmond Heights and Rockwood School Districts, rmechem@characterplus.org

Kashina Bell, Ed.D.

CharacterPlus® EJACE Director, University City Deputy Superintendent, Inclusion Expert, previous St. Louis Middle School Principal of the Year, Hazelwood Principal, Parkway Principal, info@characterplus.org

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CharacterPlus® Senior Facilitator, Retired Principal at LaSalle Springs Middle School, NSOC recipient, Missouri Baptist University Instructor, dbrandt@characterplus.org

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Melinda Bier, Ph.D.

Scholar Advisor, Co-Director of the Center for Character & Citizenship, Senior Research Fellow Division of Educational Psychology, Evaluation & Research, College of Education UMSL

Michael Barolak, MSW

CharacterPlus® EJACE and SEL Team, Retired Director of Social Emotional Support Services at Parkway Schools, School Social Worker, mbarolak@characterplus.org

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CharacterPlus® Director of Program Expansion & Innovation, Retired School Administrator, NSOC recipient, Consultant for Center for Character and Citizenship, MA in Administration & Secondary Counseling, jsperry@characterplus.org

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CharacterPlus® TACE Co-Director, Retired Principal at Green Trails Elementary School, SLPS Teacher, NSOC recipient, rsommers@characterplus.org

Grace Lee, Ed.D.

CharacterPlus EJACE Director, Inclusion Expert, Retired Principal at Hixson Middle and Brittany Woods Middle Schools, Social Worker, English-Language Arts, glee@characterplus.org

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CharacterPlus® Finance Manager & Friends of CharacterPlus liaison, cmcmillin@characterplus.org

Carol Burcke

CharacterPlus® Director of Development, Previous Chief Development responsibilities at Rx Outreach and Make-A-Wish Foundation, cburcke@characterplus.org

Heather Nadenbush

Who holds all of this team together ☺ CharacterPlus® Office Manager, Entrepreneur & Community Volunteer, hnadenbush@characterplus.org



**CONTACT
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