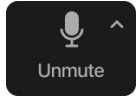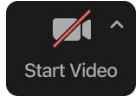# Zoom Meeting Preparation

- Please make sure your phone or computer is muted to minimize background noise.
    - To do this, hover over the bottom left-hand side of your screen and click "Mute."

- Please make sure you have turned off your camera to save bandwidth and prevent any connectivity issues.
    - To do this, hover over the bottom left-hand side of your screen and click "Stop Video."
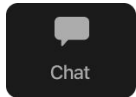
- Please submit questions during the presentation in the "Chat" function located on the bottom of your screen.

If you require an interpreter or have other accessibility needs for future LDOE meetings, please contact LDOEcommunications@la.gov.

1

Zoom Meeting Protocol

Participant Naming Conventions
Please change your Zoom name to reflect your actual name and the Community Network you represent. Hover your mouse over your name in the "Participants" list, then click the ellipsis (three dots) and select "Rename."

Questions
During the presentation, please add any questions to the chat. Questions will be answered at the end of the webinar. If you enter a question in the chat, please include your e-mail address, in case our team needs to follow up with you further.

Notice of AI Recording on Zoom
Please be advised that the LDOE does not permit artificial intelligence (AI) meeting recorders to join online meetings and does not consent to having this meeting recorded or transcribed.

Community Network Lead Agency Office Hours

May 13, 2025

Webinar Purpose and Objectives

Webinar Purpose and Objectives

Purpose: The Community Network Lead Agency (CNLA) Office Hours webinar provides CNLA administrators with information, updates, and reminders related to current LDOE Early Childhood Care and Education initiatives and events.

Objectives:
Community Network Lead Agencies will
- Receive new information and updates

- Receive information on today's featured topics
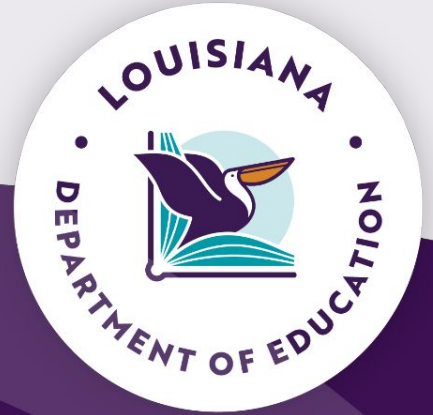
- Review reminders about upcoming deadlines
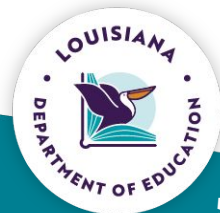
Agenda

I. Early Childhood Community Network Updates

II. Featured Topics:
   -Teaching Strategies GOLD® Checkpoint & OSEP Monitoring /
   -Network Spotlight: Ascension Early Childhood RSN Workforce Support

III. Early Childhood Reminders

IV. Upcoming Events and Deadlines

Early Childhood Community Network Updates

Community Network Lead Agency Office Hours Schedule Update

- The LDOE will not host CNLA Office Hours on June 10, 2025 due to the 2025 Teacher Leader Summit.

- CNLA Office Hours will resume on July 8, 2025.

Early Childhood Community Network Updates
Please contact EarlyChildhood@la.gov with questions.

CNLA Office Hours: Network Spotlight

We want to hear from you! The Office of Early Childhood Care and Education invites Community Network Lead Agencies to participate in a "Network Spotlight" during Monthly CNLA Office Hours Webinars.

- This is an opportunity to share your work around quality processes within early childhood key endeavors. Present your innovative projects, data-driven insights, and best practices to colleagues statewide.
- To present during July 8 or future CNLA Office Hours, please submit a request to jenny.moran2@la.gov. Include a two-to three-slide presentation highlighting your work and the quality process that this work aligns with. Presentations are limited to 10 minutes.

We look forward to your submissions and continued collaboration!

Early Childhood Community Network Updates
Please contact earlychildhood@la.gov with questions.

9

Early Childhood Curriculum Reviews and Updates

The LDOE recently updated the Early Learning and Development Standards (ELDS) to reflect the latest research and best practices in early childhood education and has released the "2025-2026 Instructional Materials Review (IMR) Rubric for Early Childhood Education (ECE), Ages Birth to Five."

To facilitate a smooth transition for early childhood providers and school systems in Louisiana, the Department will begin new curriculum reviews in October 2025, focusing on aligning instructional materials with the revised ELDS to promote high-quality teaching and learning.
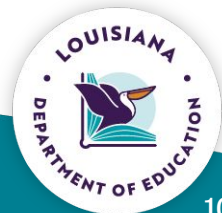
Early Childhood Curriculum Reviews and Updates

- A new Tier I Curriculum List for ECE will be published as reviews are completed. This updated list will only include instructional materials that are aligned with the 2025 ELDS and meet the criteria of the 2025-2026 IMR rubric.

- Currently-posted Tier I materials were reviewed using previous standards and do not fully align with the newly-updated ELDS. As a result, these materials will be archived and will no longer appear on the active Tier I list. (Note: The archived materials list will not count against site Performance Profiles.)

- Providers and school systems should anticipate updated guidance and recommendations based on the newly-reviewed and approved Tier I curricula starting in late 2025.

Early Childhood Curriculum Reviews and Updates

The Department is committed to supporting providers and school systems through this curriculum review transition. As new Tier I curricula are rated and approved, information will be made available via the Early Childhood Connection newsletter and webinars.

- Providers and district leaders are encouraged to begin planning for the changes and to stay informed through Department updates.

- Detailed guidance on curriculum planning and adoption for the 2026-2027 academic year will be shared in the coming months.
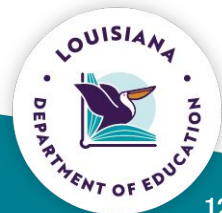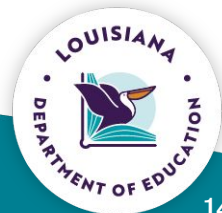
Summer Learning Fun

Summer Learning Fun

Tips for [Parents & Providers](#)

- Learning should continue during summer to avoid summer slide.

- Children learn best when they have opportunities to build skills and knowledge across settings, including summer child care programs and time spent at home.

- The following suggestions will help keep children engaged and learning.

Summer Learning Fun - Families

- Before Summer:
  - Talk to children about their interests, review summer plans, and create a reading list.
  - Meet with early childhood teachers to get book recommendations and identify developmental skills to focus on.
  - Communicate with summer child care providers about goals and children's needs.
- During Summer:
  - Make reading a daily routine, ask questions to boost comprehension, and play math games.
  - Involve children in cooking to practice math skills.
  - Turn everyday activities, like drop-off and pick-up, into learning opportunities.
  - Stay active and balance screen time with educational games and apps.
- End of Summer:
  - Celebrate children's successes and share the successes with the child care   provider.

Summer Learning Fun - Early Learning Providers

- Before Summer:
  - Connect with families to understand their goals and their child(ren)'s interests.
  - Create a summer plan with goals for academic and interpersonal development.
  - Gather information on community events and collaborate with local organizations.
  - Plan themed activities and projects to make summer special.
- During Summer:
  - Build relationships with families and children.
  - Share news and photos regularly.
  - Encourage children to read daily and celebrate their reading achievements.
  - Remember to use screen time sparingly.
  - Engage children in literacy and math activities and games.
  - Keep children healthy and active with outdoor play and gardening.
- End of Summer:
  - Host an end-of-summer celebration with families to share children's summer learning experiences and how they lead to Kindergarten readiness.
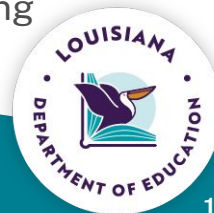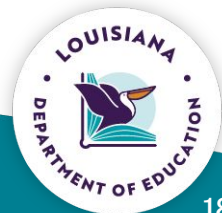
Heggerty Curriculum & Professional Development
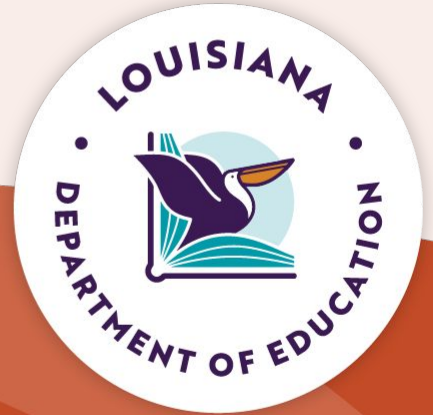
Heggerty Curriculum

The Department will provide targeted support to improve literacy and language outcomes for young children by purchasing Heggerty Pre-Kindergarten and Early Pre-Kindergarten Curriculum manuals :

- CNLAs were asked how many Early Pre-Kindergarten (teal) and Pre-Kindergarten (purple) Heggerty Curriculum manuals they were interested in receiving to support literacy and language outcomes for children in PK-3 and PK-4 programs.

- CNLAs submitted a quantity of manuals they would need, and each CNLA will receive the quantity that was requested.

Heggerty Curriculum Training

The Department will also provide targeted support to improve literacy and language outcomes for young children by providing ten opportunities of professional development during the Summer of 2025. 10 virtual training opportunities are available this summer:

- Virtual training will focus on supporting educators to implement Heggerty Curriculum lessons to improve child outcomes in language and literacy objectives and support young children with disabilities and the educators who teach children with IEPs.
- Trainings are 1.5 hours long and will take place between June 1 and June 30.
- Educators should only attend **one** training session. Participants should include Pre-K3 and Pre-K4 site leaders and teachers using the manuals to improve language and literacy outcomes for children in early childhood settings.
- There are 100 participant slots available in each training session. Registration information will be sent to all CNLAs via e-mail as soon as training dates are finalized.

Early Childhood Accountability

Preliminary Informational Metrics

All CNLAs should work with providers to review Preliminary Informational Metrics in preparation for Data Certification this summer.

By May 15, 2025, providers should:

- Review the data in the Early Childhood CLASS® Portal and
- Make any changes directly in the Early Childhood CLASS® Portal

Only the data in the Early Childhood CLASS® Portal will be used to generate Informational Metrics for network and site Performance Profiles.

Updating Preliminary Informational Metrics

The following metrics, captured on October 1, 2024, should be reviewed for accuracy and updated via the Early Childhood CLASS® Portal by May 15, 2025:

- Curriculum
- Ratio
- Teacher Name as of October 1
- Teacher Degree as of October 1
- Teacher Certification
- Teacher Certification Number

Spring Picard Observations

The Picard Center's third-party observations will extend into Monday, May 19, to ensure adequate coverage of every site and provider in the state. Please allow observers to conduct observations as normal.

If your network is concerned about observation coverage of all classrooms by Thursday, May 15, please contact Robert Jones at robert.jones4@la.gov as soon as possible.

2025-2026 Academic Approval

Providers must renew their Academic Approval by submitting the 2025-2026 Program Partner Assurances to the Department by Friday, May 31, 2025.

- Signed Program Partner Assurances may only be submitted using the 2025-2026 Program Partner Assurances online form that was provided via email on May 7, 2025: no paper forms will be accepted.

- 2025-2026 Academic Approval certificates will be automatically generated following the successful submission of the assurances and will be e-mailed to the e-mail address provided in the online form.

- Providers should retain these copies for their records as well as post their 2025-2026 Academic Approval certificates at their sites starting July 1, 2025.

Early Childhood Accountability
Contact earlychildhood@la.gov with questions.

Lead Teacher & TS GOLD® Survey

The Department released the [Lead Teacher and TS GOLD® Survey](#) on April 29, 2025. The purpose of this survey is to gather feedback from lead teachers in all early childhood settings as well as gain a comprehensive understanding of how TS GOLD® supports your role in early childhood education.

The Department will use lead teacher data to publish information on teacher support as part of the Community Network Performance Profiles released in November 2025.

- Educators received the survey link through their TS GOLD® e-mail address.
- **The survey will close on May 15.**
- All program partners should ensure teachers complete this survey.

Early Childhood Accountability
Contact earlychildhood@la.gov with questions.

Infant-Toddler CLASS® 2nd Edition

The LDOE is not transitioning to the Infant/Toddler CLASS® 2nd Edition (2E) tool for the 2025-2026 academic year.

- For the 2025-2026 academic year, Infant and Toddler CLASS® observations conducted for the Early Childhood Accountability System will continue to be completed using the Infant CLASS® 2008 tool and the Toddler CLASS® 2008 tool.
- The LDOE is working with Teachstone regarding transition plans, and more information will be forthcoming regarding the Infant/Toddler 2E tool.
- More information regarding transitioning current Infant and/or Toddler observers will be shared at the July CNLA Office Hours.

Featured Topic:

Teaching Strategies GOLD® Checkpoint & OSEP Monitoring
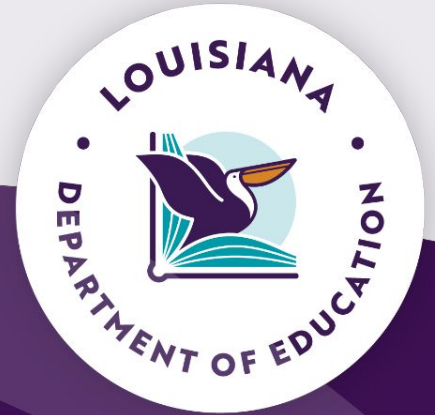
TS GOLD® Checkpoint Completion

The Spring TS GOLD® checkpoint is May 31, 2025.
- The Department has set program expectations of completion for each checkpoint.
- Networks should monitor completion rates at the site and classroom levels.
- This assessment is mandated through program assurances and included within Bulletin 140:
  Sites ensure all required information for classrooms containing children from birth to five years is entered in the GOLD® online system. Additionally, all child assessment results for publicly-funded infants, toddlers, and pre-K children must be entered and checkpoints finalized by October 31, February 28, and May 31.

Fall 2024 (October 31)	Winter 2025 (February 28)	Spring 2025 (May 31)
80%	85%	90%

TS GOLD® OSEP Monitoring

Program OSEP administrators should monitor sites, classrooms, and users to ensure checkpoint completion.

For each checkpoint, OSEP Administrators should:

- Ensure that all children have an entry date reported

- Ensure that all current students that have an IEP are marked "yes" as having an IEP
  - OSEP administrators are encouraged to cross-check SER each month for children with new IEPs, to ensure data for all children is accurately reported

- Ensure that all children with an IEP have the 4 extra objectives
  - These objectives include 1c1, 1c2, 1c3, and 1c4: when the child's profile is marked "yes" for IEP, the system adds these objectives to the child's report, and they are mandatory for OSEP reporting purposes
  - These objectives cannot be finalized unless they are leveled

LOUISIANA · DEPARTMENT OF EDUCATION

TS GOLD® OSEP Monitoring

For each checkpoint, OSEP Administrators should ensure that:

- Children with an IEP do not have any objectives leveled with "Not Observed."
  - "Not Observed" is a null value: these children must be leveled as "Not Yet" or leveled accordingly
- All children with an IEP that are being reported to OSEP will have to have at least two completed checkpoints by the end of the year or they will not be in the OSEP Mandatory Report.

Network Spotlight

Improvement of Quality Processes

In order to achieve the Key Performance Indicator "**Grow the percentage of early childhood sites rated High Proficient or Excellent by 5 percentage points**," Child Care Resource & Referral agencies (CCR&Rs) and CNLAs will do the following:

1. Focus on **language and literacy development** as a key endeavor for further improving site Performance Profile Scores and **preparing children for kindergarten**

2. Improve **educator and family child development knowledge and understanding** through all stages of development and learning

3. Provide **targeted, intentional support that builds capacity and engages teachers**, promoting the retention and stabilization of the EC workforce

Improvement of Quality Processes

Significant areas to support the overall improvement of **quality processes** within CNLAs related to the Early Childhood Key Endeavors include:

1. Focus on **language and literacy development** as a key endeavor for further improving site Performance Profile Scores (PPS) and **preparing children for kindergarten**
   - **How:** Analyze current CLASS® and Teaching Strategies GOLD® data and roadmap areas for improvement and support
2. Improve **educator and family child development knowledge and understanding** through all stages of development and learning
   - **How:** Focus on best practices that promote teachers' participation in high-quality professional development, with a focus on educator effectiveness, and focus on ways to engage more families that have the greatest impact on more children's learning outcomes
3. Provide **targeted, intentional support that builds capacity and engages teachers**, promoting the retention and stabilization of the EC workforce by empowering them with skills that enhance educator effectiveness and confidence
   - **How:** Use observation data to improve program quality and child outcomes

Ascension Early Childhood RSN Workforce Support

Amanda Colon, Program Facilitator

Ready Start Network & Child Care Sites
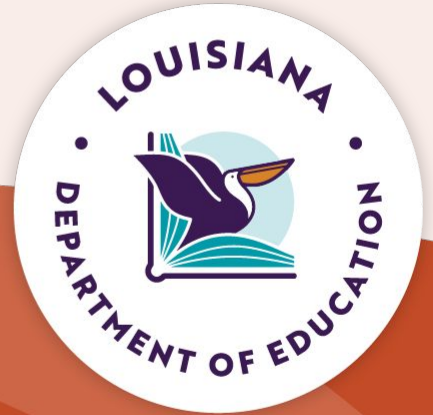
Quality Process 3:

Provide Targeted, Intentional Support that Builds Capacity and Engages Teachers to Build Skills and Confidence That Help Retain and Stabilize the EC Workforce

Ascension Early Childhood RSN Workforce Support

Ascension Early Childhood RSN has intentionally focused resources to analyze the early childhood workforce to develop strategic initiatives to support and stabilize the early childhood workforce.

2024 Building Capacity

1. Implement a new local policy for Type III centers to maintain one CLASS-certified observer for every age level of care.

   a. RSN/CCR&R Support: Provide CLASS training/funding to support the new policy, as applicable.

2. Director training to implement 1 of 3 teacher support strategies (Individualized professional development plans, Informal observations, Teacher learning communities,TLC).

   a. RSN/CCR&R Support: On-site support for teachers or directors

Ascension Early Childhood RSN Workforce Support

2024 LDOE Workforce Research Grant and began surveys and focus groups to learn about the landscape of Ascension's ECE workforce *(e.g., the teachers and directors' motivations, wants, needs, reasons to stay/leave, etc).*

2025 Workforce Workgroup currently convening to analyze data and recommendations along with their lived experience to create a plan of action to designed by teachers and directors to implement fall of 2025.

- Building a strategic plan to intentionally support teachers' interests and concerns, listed on next slide

- Actively pursue local industry to invest in early care and education

*"It's **not just the employees**, but I guess the **community as well**, [needs to understand] that **we're not daycares**. It's just that vocabulary we gotta change somehow. It's got to get out there that we're not daycare. We're early child care. And they gotta realize that **we are educators.**"*-Director

*"I feel that there's **space for advancement**. And yes, that's very important because no one wants to be stuck in the same spot forever..."*–Teacher

*"Honestly, there **is Early Steps**. They do come to our center... but they're coming **for the children**, and **not really to help us**... They communicate more with the parents, and **I feel like I'm kind of left in the dark** more about that."* –Teacher

2024 Workforce Research 7 Key Findings

Compensation & Staffing Challenges

1. Compensation levels adversely impact staffing, thus impacting quality of care

2. Benefits are less of a concern for both teachers and directors

Information & Pathway Challenges

3. Public misconception that early education is babysitting

4. Lack of information about ECE opportunities adversely impacts the number of high school students pursuing ECE careers

Career Options and Support

5. Early educators want opportunities for advancement

6. Early educators need additional support to serve children with learning delays or diverse needs.

7. Ascension early educators are motivated by their ability to make a lasting impact in the lives of children.

Focused Support on Building Capacity & Teacher Voice

Teacher Support Strategies

Informal Observations, Individualized Professional Development Plans, Teacher Learning Communities

Landscape Analysis of ECE Workforce

Prioritize voices of teachers and directors through surveys and focus groups

Workforce Workgroup Planning

Elevate feedback of teachers and directors to design and implement workforce development plan to support their needs.

IMPACT

| 153 Classrooms Infant, Toddler & Pre-K		
Local Observers	Picard Observers	Fall Overall Avg
5.05	5.23	5.14
2023- 2024 Performance Rating		
4.79		

Early Childhood Reminders

EC Learn Online Training Platform

- *EC Learn* is the LDOE's Early Childhood free, online training and learning resource, where early childhood educators can enroll in and access free continuing education courses.

- Individuals may access *EC Learn* by typing https://eclearn.doe.louisiana.gov/ in the address field of a browser window:
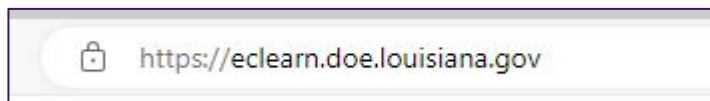
https://eclearn.doe.louisiana.gov

Early Childhood Reminders
Please contact eclearn@la.gov with questions.

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Early Childhood Health & Safety Training

- Current early childhood course listings on the ***EC Learn*** landing page include the following:
    - **NEW-** Infant Care Training for Child Care Providers-
      1 credit hour
    - **NEW –** Infectious Diseases in Child Care-
      1 credit hour
    - **NEW** – Sanitation in Child Care-
      1 credit hour
    - Medication Administration in Child Care -
      3 credit hours
    - Safe Environments in Child Care -
      1 credit hour
    - Food Safety in Child Care -
      1 credit hour

Early Childhood Reminders
Please contact eclearn@la.gov with questions.

NEW – Early Childhood Professional Development Training Suite

The Department has launched a new Early Childhood Professional Development Training Suite in ***EC Learn.*** Current early childhood course listings on the ***EC Learn*** landing page for the new suite include the following:

- **NEW –** The Importance of Developmental Screening in Early Childhood-1 credit hour
- **NEW –** Supporting Children through the Developmental Screening and Referral Process-1 credit hour

The Department is in the process of developing an additional training program to this suite titled "**The New Early Learning and Development Standards.**" This training will be accessible in EC Learn *soon!*
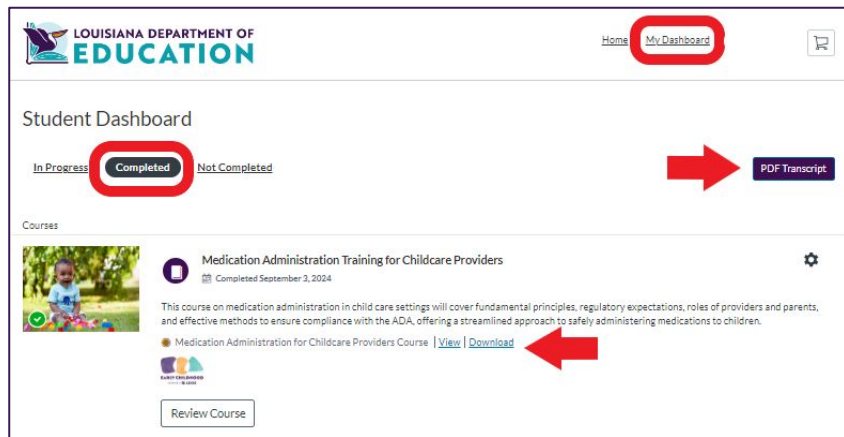
Early Childhood Reminders
Please contact eclearn@la.gov with questions.

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EC Learn Training Certificates

EC Learn participants will be e-mailed a copy of the training certificate within 24 hours of successful completion of the final course exam. Additionally, participants can view and download training certificates or a training transcript from their Student Dashboard.
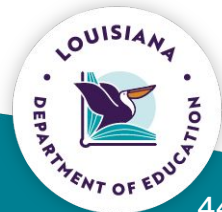
- On the Canvas Catalog Dashboard, click the "Completed" tab.
- To view the certificate, click the "View" link. To download the certificate, click the "Download" link.

Download a PDF transcript of all completed courses in the "**Completed**"portion of your Dashboard.

Early Childhood Reminders
Please contact eclearn@la.gov with questions.

Upcoming Events and Deadlines

TEACHER LEADER SUMMIT 2025
A *New Story* for LOUISIANA EDUCATION

June 10-12 | New Orleans Ernest N. Morial Convention Center

Teacher Leader Summit 2025 celebrates Louisiana's historic education progress and sets the stage for the next chapter of success. Educators across the state are writing a new story for Louisiana education by accelerating academic achievement and fostering student growth. This year's Summit theme, "A New Story for Louisiana Education," highlights the collective effort of educators to continue moving our state forward.

Join us this summer as we celebrate the end of one school year, and prepare to make an even bigger impact for the academic year ahead. *Registration closed April 18.*

Please contact **LDOEevents@la.gov** with questions.

TEACHER LEADER SUMMIT 2025

A *New Story* for LOUISIANA EDUCATION

Objectives of Teacher Leader Summit:

Improve the everyday practice of educators in Louisiana by building **knowledge and skills**.

Provide opportunities for educators to **collaborate and share best practices**.

Equip educators with **high-quality strategies, resources, and professional learning** aligned with Louisiana's educational priorities.
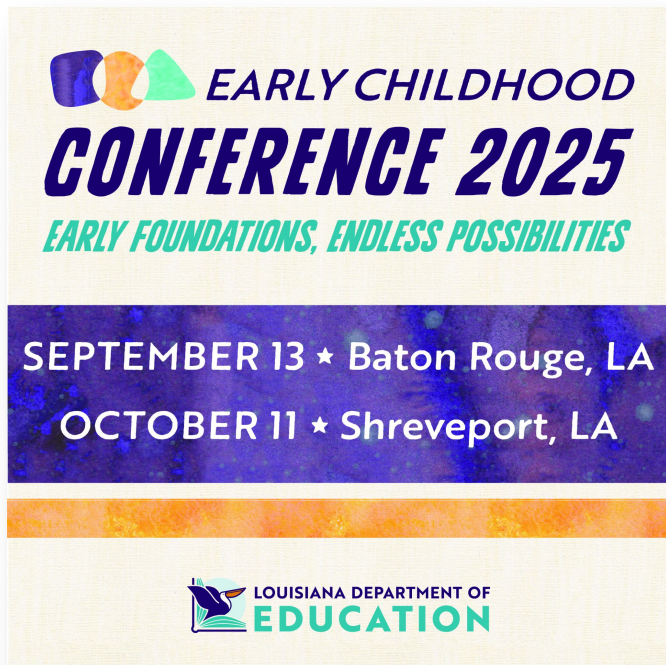
Empower and inspire educators to take on an even greater **leadership role** within their classrooms, schools, and school systems.

Please contact **LDOEevents@la.gov** with questions.

Early Childhood Conference 2025

EARLY CHILDHOOD

CONFERENCE 2025

EARLY FOUNDATIONS, ENDLESS POSSIBILITIES

SEPTEMBER 13 ★ Baton Rouge, LA

OCTOBER 11 ★ Shreveport, LA

LOUISIANA DEPARTMENT OF
EDUCATION

SAVE THE DATES!

The 2025 Early Childhood Conferences will be held on Saturdays in two locations again this year. This year's theme is *Early Foundations, Endless Possibilities*.

Save the date for:
Baton Rouge - September 13
Shreveport - October 11

Additional information will be shared at a later date.

Please contact earlychildhood@la.gov with questions.

Monthly Office Hours for New Directors

The LDOE team conducts webinars on various topics related to early childhood quality and improving child care sites' administrative and operational functions. Through engaging sessions and monthly guest speakers, the office hours are designed to support directors seeking training, to facilitate effective ECE leadership development.

This month's topic is "Understanding the Child Care Criminal Background Check System." Participants will gain a better understanding of the Child Care Criminal Background Check System.

Attendees can access the webinar using the information below:

- **Date:** Friday, May 30 at 12:00 p.m.
- **Webinar Link:** https://ldoe.zoom.us/j/93015014527
- **Phone Number:** 1 346-248-7799
- **Meeting ID:** 930 1501 4527
- **Passcode:** 012444
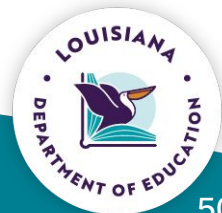
Monthly Provider Update Webinar

CNLAs are encouraged to attend the monthly webinars for early childhood providers. These webinars include important updates and reminders for all provider types.

Providers can access the next provider webinar using the information below:

- **Webinar Date/Time:** Thursday, June 5, 2025 at 1 p.m.
- **Webinar Link:** https://ldoe.zoom.us/j/93597745872
- **Phone Number:** 1 470 250 9358
- **Meeting ID:** 935 9774 5872
- **Passcode:** 641464

Monthly Young Children with Disabilities Community of Practice - May

The LDOE team conducts webinars on various topics related to early childhood.

This month's topic is "SmartTeach™ OSEP End of Year Reporting." Participants will learn the importance of end of year reporting activities, including exiting children from OSEP who are matriculating to Kindergarten, and archiving children and classrooms to close out the 2024-2025 academic year.

Attendees can access the webinar using the information below:

- **Webinar Date/Time:**   May 27, 2025 at 3 p.m.
- **Webinar Link:**   https://ldoe.zoom.us/j/91561982271
- **Phone Number:**   1-312-626-6799
- **Meeting ID:**   915 6198 2271
- **Passcode:**   787411

Monthly Young Children with Disabilities Community of Practice - June

The LDOE team conducts webinars on various topics related to early childhood.

This month's topic is "The Importance of Developmental Screening in Early Childhood for Children Ages Birth to Five." This session is a re-delivery of the Teacher Leader Summit session. Participants will gain knowledge about the importance of early and accurate identification for young children with disabilities and better understand the purpose of developmental screening.

Attendees can access the webinar using the information below:

- **Webinar Date/Time:**   June 24, 2025 at 3 p.m.
- **Webinar Link:**   https://ldoe.zoom.us/j/91561982271
- **Phone Number:**   1-312-626-6799
- **Meeting ID:**   915 6198 2271
- **Passcode:**   787411

Upcoming Events and Deadlines

Please contact Caitlyn.Robinson@la.gov with questions.

Monthly CNLA Office Hours Webinar

CNLAs are encouraged to attend the monthly webinars. These webinars include important updates and reminders for Community Network Lead Agencies.

Attendees can access the next CNLA Office Hours webinar using the information below:

- **Webinar Date/Time:**   Tuesday, July 8, 2025 at 3 p.m.
- **Webinar Link:**   https://ldoe.zoom.us/j/97220084131
- **Phone Number:**   1 312 626 6799
- **Meeting ID:**   972 2008 4131
- **Passcode:**   051391

Monthly FCC Office Hours

CNLAs are asked to share the monthly Family Child Care (FCC) Office Hours with all FCCs in their network.

Attendees can access the next FCC Office Hours webinar using the information below:

- **Webinar Date/Time:**   Friday, May 16 at 12:00 p.m.
- **Webinar Link:**   https://ldoe.zoom.us/j/94754657852
- **Phone Number:**   470-250-9358
- **Meeting ID:**   947 5465 7852
- **Passcode:**   714630

Events and Deadlines

May 15: Lead Teacher and TS GOLD® Survey closes

May 15: Deadline to review/update Preliminary Informational Metrics in the EC CLASS® Portal

May 15: Deadline to enter all spring CLASS® observations in the EC CLASS® Portal

May 16: Monthly FCC Office Hours

May 27: Young Children with Disabilities Community of Practice Webinar

May 31: Teaching Strategies GOLD® Spring Checkpoint due

June 5: Monthly Provider Webinar

June 10: LA 4/NSECD/CCAP B-3 attendance due

June 10-12: Teacher Leader Summit in New Orleans

June 24: Young Children with Disabilities Community of Practice Webinar

July 8: CNLA Office Hours Webinar

Please contact earlychildhood@la.gov with questions.

Questions?

Thank You!

The Early Childhood Strategy Leadership Team

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