

BACK TO BASICS



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MISSOULA POLICE SAY THANKS TO EDULOG

Edulog is honored to work closely with the community, including our local police force. In a Facebook post on November 1st, 2023, we were thanked for bringing sweet treats to the local police after their hard work patrolling Missoula and keeping everyone safe. Read the official post here: <https://www.facebook.com/MissoulaPD>



Ready to harness that New Year energy and make a change?
Interested in data to see how far you've come?

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BACK TO BASICS: A RESOLUTION FOR PROFESSIONAL AND PERSONAL FULFILLMENT IN THE NEW YEAR.

WRITTEN BY LAM NGUYEN-BULL

As we stand on the cusp of a new year, it's customary to reflect on the past and set resolutions for the future. While the allure of ambitious goals and grand plans can be tempting, the start of a new year is also an opportune time to reevaluate and refocus on the basics - the fundamental elements that form the bedrock of our personal and professional lives.

At Education Logistics, Inc., as we welcome the new beginnings we get to make in 2024, we want to encourage our clients to consider making resolutions that center around the essentials; reminding ourselves who we are and why we do what we do. In a world that often glorifies complexity and extravagance, there is profound wisdom in revisiting the basics. And in an environment where so much attention is focused on what we do and how well we do it (school start-up, anybody?), it's easy to forget the most important part of this whole picture: ourselves.

Rediscover yourself.

First and foremost, resolve to remember who you are, what you want to become, and why. We aren't what we do and it's important to remember that. Consider making resolutions that prioritize your own personal growth and self-discovery. This doesn't mean we all have to run out and buy journals (although that's not a terrible idea). It could be trying out a new hobby, taking a little risk, pushing your boundaries, re-establishing connections with old friends, making connections with new friends. What's important is to do whatever we choose with intention and some degree of self-reflection. What am I learning about myself?

Sometimes the experiments we do on ourselves and the things we learn become the changes we empower ourselves to make in the world around us.

Put our own oxygen masks on first.

Let's turn our attention to our individual needs as humans and professionals. In the hustle and bustle of our daily lives, it's easy to lose sight of what truly matters - our own well-being. As part of the critical infrastructure that ensures the readiness of our next generation to become good citizens, we play a crucial role in shaping the future, and it's imperative to ensure that we are physically, mentally, and emotionally equipped for the challenges that lie ahead. A healthy and fulfilled professional is better positioned to make a positive impact on the lives of students and colleagues.

Why am I here?

In the realm of professional development, let's refocus on the basics of learning and education. While we may not ourselves be educators, we are all always learning and teaching. Are there aspects of your job that have taken a backseat amid administrative tasks and bureaucratic processes? Find workshops that reignite your enthusiasm for what you do, engage with colleagues to share insights, and find what's delightful.

Back to Basics continued on page 3.

In essence, the most meaningful resolutions are often the simplest - focusing on our well-being, reconnecting with our passion, and embracing simplicity in our professional lives. As we embark on this journey together, let the spirit of the New Year inspire us to find fulfillment in the fundamentals and rediscover the joy in what we do.



DISTRICT SPOTLIGHT: DALLAS ISD

WRITTEN BY JASMINE BROWN

Edulog supports all of our clients' success. One way that we do this is by providing various types of training to transportation departments. We had the pleasure of being invited down to Dallas ISD, to provide driver portal and tablet training to their Service Center Administrative Staff and Drivers. Our GPS Manager Nick Sundberg, and GPS Training Specialist Devon Meimerstorf provided training, answered questions, and were an integral part of getting the district ready to implement the use of their tablets. See some of the awesome photos below for a look into their training!



Dallas was also spotlighted in the local news this October for a heroic tale of a bus driver swiftly saving a student's life.

A 7 year old student, Preston, was playing with friends on the bus, when he realized that he accidentally swallowed a penny that got stuck in his throat.

Preston then notified the driver, Raquel Radford Baker, who quickly performed the Heimlich maneuver and saved the student from choking.

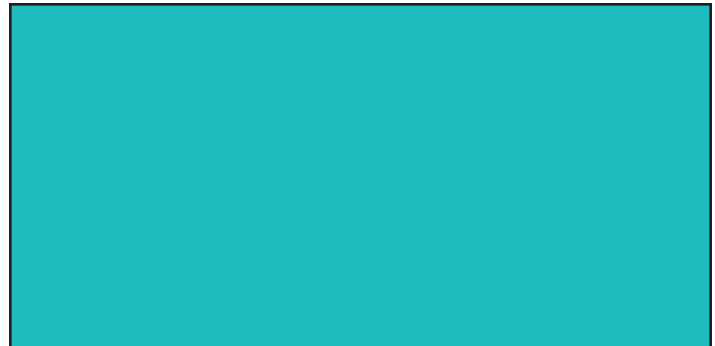
Cameras on board the bus were able to catch the incident as it occurred. If you would like to read more about the incident, here are a couple of sources that reported the event:

[Good Morning America](#)

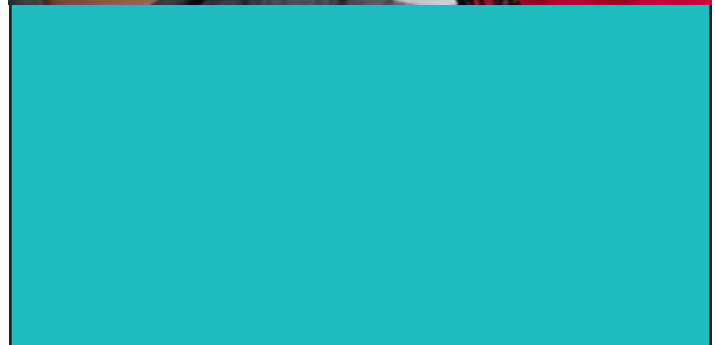
[NBC 5](#)

[Univision 23](#)

[WFAA 8](#)



DRIVER BECOMES SUPER HERO 5:03 92°



CORY EMLLEN'S MATH JOKES

- There is a fine line between numerator and denominator. Only a fraction will understand
- Calculus will test your limits. You may even have to go to L'Hostpital

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ASK ME ANYTHING

WRITTEN BY SHAWNA KNUDSON

Starting Again

As some of you know, on November 1st, 2023 I was asked to step into the Vice-President of Operations role at Edulog. I have been training for this position for nearly 32 years and I am excited to use that experience to guide our teams.

I am fortunate to be taking the baton from Sam Bull, who stepped into the Chief Executive Officer position (congratulations!), and I will be continuing the trajectory he started by focusing on customer service, leadership, communication, and mentorship.

The basics are where the real magic stems from, and while 'getting back to the basics' looks different for everyone, these foundational aspects will help guide Edulog and Operations through the coming days, weeks, months and years. My high-level focus for 2024 will be as follows:

Being responsive - I want to increase our client satisfaction by responding faster. We may not always have the answer immediately, but I want you to know that we have received your communication and that we are working on it!

Improving our goal-oriented processes, we are continuing to improve our methods from capturing and tracking the details from each service call. These details help drive our improvements from customer service to engineering!

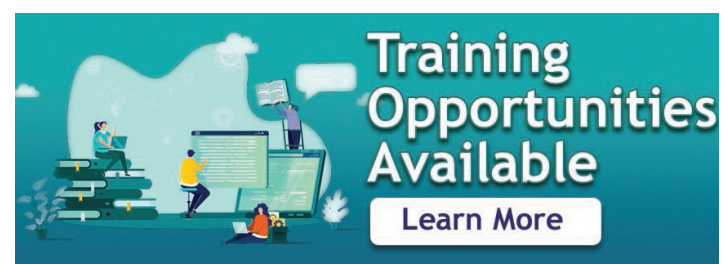
Expanding Product Knowledge, the happiest customers come from working with employees that have a strong understanding of how our product works. For 2024, we have a very intense focus on education for our employees and for our clients.

For our leadership basics, we are using the OKR (Objectives and Key Results) process to assure that our organizational and team member values align. This initiative uses a top to bottom and bottom to top approach coupled with setting ambitious and challenging goals. We are excited to measure our success at the end of the first quarter and to continue to establish goals for the remainder of the year.

Communication basics are tricky, but listening to what you are actually communicating with us is the only way we can answer your questions appropriately. We are focusing on reading, listening and processing the information before we respond!

My final fundamental is mentorship. By facilitating the provision of personal and professional support, I hope to grow our leadership team, improve communication, expand product knowledge and ultimately, provide more responsive customer service.

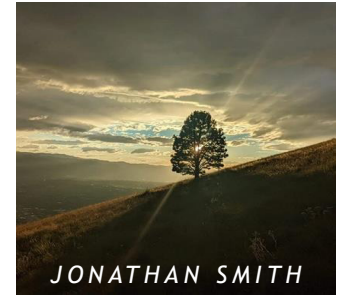
As you can see, I have a big year ahead of me, but with the support of the entire organization, I am sure you will see the results soon!



STAFF UPDATES

WRITTEN BY JASMINE BROWN

Edulog would like to congratulate the following team members that graduated winter 2023! We are proud of every one of our team members accomplishments.



We would also like to congratulate Djeff Ikambana for his nomination to be a part of the National Society of Leadership and Success. Djeff was nominated for the NSLS by McDaniel College due to his status as an exemplary student and meeting the NSLS criteria.



In addition to the wonderful feats, we encourage you to welcome our new hires! Please welcome **JD Hawk** to the Edulog team! He joined the Project Management department in September as a data gathering technician and operational tester. JD has a diverse background as part owner of Hawk Ranches and his own consulting company!



Also joining the Project Management Office in November is **Sandra Guardipee**. Sandra is a Scholar with the National Science Foundation working towards an undergraduate degree in Applied Mathematics and hopes to study Engineering as a graduate student. Those who have met Sandra are very excited to have her join the team at Edulog. Like so many others within the company, Sandra is sure to be an incredible addition and resource to the entire company!



STAFF UPDATES CONTINUED

A new addition to the Athena Service Level Management team is **Jordon Faircloth**. Jordon joined the team in November. Jordon graduated from North Dakota State University with a BS in Biology. Before joining Edulog, he was most recently the branch manager for Enterprise Rent A Car. Jordon has excellent problem solving, communication, and management skills and will be a strong addition to the ASLM group.



JORDON FAIRCLOTH



CHUAD JOHNSON

Our Athena Training Team (ATT) grows with the addition of **Chuad (the 'D' is silent) Johnson!** Chuad joined the ATT in November. She is working towards a Master of Education in Instructional Design and Educational Technology, and most recently was involved with FM Education as a Director. She is a native Missoulian who comes to us with years of experience in technology and education. Beyond her professional experience, Chuad helps run her family's farm that sells produce at the markets in Missoula and has three children with her husband.

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SQL DATA OVERVIEW

WRITTEN BY JASMINE BROWN

As we push into the holidays, districts across the nation are looking towards getting their transportation geared up for the coming 2024-2025 school year. Part of that task involves updating the transportation data in your system, which is critical for transportation managers to stay on top of. In addition to managing your routes effectively, accurate data is a necessity for things like GPS tracking and parent-facing applications.

For transportation leadership, it's important to occasionally review where your data is currently at and identify areas that might be worth addressing to avoid future headaches. It is important for districts to prepare for school startup by predicting any potentially significant change to their transportation.

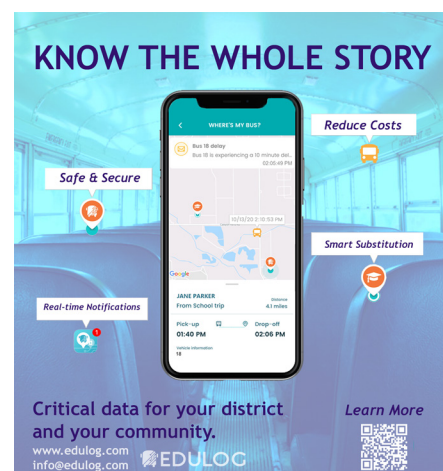
The SQL Data Overview Report can be of assistance in this way and is an innovative service from Edulog's Advisory Services Group. It is a specialized reporting tool that provides a quick look into a district's Edulog SQL data, summarizing the extent and complexity of the district's routing system, as well as identifying potential red flags in the data.

Student transportation is an incredibly complex system for school districts to manage, and ties together a wide array of geographical, student, and institutional data. The amount of information contained within a single school district can be immense, and familiarizing oneself with it can be a time-consuming process.

Even the most competent and experienced route managers can find themselves overwhelmed; having to balance day-to-day operations with the volume of data they are responsible for. Often-times issues, errors, and missing entries can go unnoticed by users until they accumulate and start causing problems down the road.

The Data Overview Report can help users of Edulog SQL by summarizing their data in an effective manner to the reader. It steps the reader through each major component of their transportation data, before diving headlong into identifying potential problems in the data itself. The tool is capable of handling districts both small and large, and when used correctly alongside Edulog expertise, it can provide deeper insight into how well a system is being managed, as well as providing a clear roadmap when things need to be corrected, added, or removed.

For further questions about whether this report could be a helpful tool to you, or to learn more about it, please contact your district's Account Manager.





Favorite Food: Fish
Favorite Color: Silver
Dream Vacation: Disney World

MA MOUA

What do you enjoy doing in your spare time: Spending time With family and friends.

Where are you from/where did you grow up: I am from Laos and grew up in Vientiane.

What are two things on your bucket list: Getting a new truck and paying off my house.

If you could pick up a new skill in an instant, what would it be: Running my own business.

How would you describe your job at Edulog (duties & responsibilities): Keeping the building clean to make the people happy and safe.

Edulog would like to recognize Ma Moua, a valued member of our maintenance team. Ma joined Edulog in 1992. Ma shares that his favorite part of working at Edulog is helping people. We can confirm, Ma helps his Edulog colleagues in many and various ways daily. Following is an anecdotal example of just that!

One of Edulog’s employees parked their car in the parking lot next to a storm drain. When exiting her car, she proceeded to drop her key right into the drain. After calling the car dealership to get some help, Ma caught wind of the situation and immediately set out to see if he could help. The dealership didn’t have a long enough magnet, there was talk that the car would have to be towed and a new key produced.

However, within the hour Ma came to the rescue with a large magnet hanging off a makeshift rope. Oh, the joy she felt when she saw his contraption. Ma, along with the help of another employee’s son, got on their hands and knees with a flashlight and fished that key out of the drain. Everyone was extremely ecstatic that the key was saved. There were smiles all around and congratulatory pats on the back. If it wasn’t for Ma, her day could have ended with a big price tag and feelings of frustration. Instead, everyone left happy with a sense of comradery and a good story to tell!

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- Navigate + Track**
Get the most from your onboard technology with Driver Portal Tablets. Accurate navigation + actual ridership.
- Communicate + Inform**
Leverage your ability to communicate with parents. Build confidence and improve your operation with Parent Portal app.

ENHANCING YOUR SCHOOL TRANSPORTATION EXPERIENCE: LET'S OPTIMIZE TOGETHER.

WRITTEN BY LEXIE DUVALL

In the intricate landscape of school transportation management, achieving operational excellence requires a meticulous approach to data quality and process efficiency. In a perfect world, data is always accurate and current, but we recognize the challenges posed by the pursuit of perfection. Edulog wants to partner with you toward the search for comprehensive solutions.

Validity: Precision in data clarity is paramount to achieving intended outcomes. Our focus is on ensuring that your data is not only accurate but aligns seamlessly with your organizational objectives.

Reliability: Established and transparent processes for data collection underscore the reliability of information. A systematic framework promotes consistency, reducing the probability of errors within the operational workflow.

Integrity: Securing data from operational errors is a critical concern. Safeguarding the integrity of information not only enhances its trustworthiness but also mitigates risks associated with inadvertent mistakes in processing.

Timeliness: Recognizing the significance of real-time data, we prioritize the currency of information. Timely data empowers decision-makers, allowing them to respond promptly to dynamic situations.

It is important to understand your organization and the data that makes it operate well. Clean and precise data not only facilitates departmental efficiency but also serves as the foundation for informed decision-making, minimizing the need for manual interventions.

As the academic year has progressed it is a good time to look at your data and evaluate its effectiveness. Are your stops, runs, and routes efficient? Are your bell-times accurate? Do your boundaries need to be adjusted?

Edulog can assist you with an SQL data assessment as well as doing a complete analysis to help optimize your transportation needs. Take a few moments to look at our website for [Advisory Services](#). Allow us to partner in your department's optimization.

Enhancing Your School Transportation...
Continued on Page 11.



BREAKING NEWS

SCHOOL DISTRICTS
REPORTED SCHOOL
STARTUP PHONE CALL
REDUCTIONS UP TO
75%

FIND OUT HOW

ENHANCING YOUR SCHOOL TRANSPORTATION EXPERIENCE: LET'S OPTIMIZE TOGETHER.

CONTINUED

On another note, do you have new staff members that need training? Is there someone in your department that is struggling with an aspect of the routing system? Now would be an excellent time to invest in staff development allowing them to be more efficient in their positions. Take the time to assess your staff's needs to help make a stronger transportation team. Edulog has a variety of training options available. Contact your Account Manager to go over the options and help you to decide what will work best for your team.

With school start-up on the horizon, meticulous planning becomes imperative. Do you have a new school opening up? Maybe a school is closing, and the students are being reshuffled. Are your datasets accurate? Now is the time to start thinking about what you are going to need to accomplish this year for next year. Edulog wants to help you prepare for a seamless school start-up.

In conclusion, getting back to basics is all about good data, a happy staff with additional training and a steady understanding of the software, and finally, a clear game plan for the coming year. Take the time to discuss your specific needs and explore the range of options available to optimize your transportation operations. Edulog is here to guide you to a fantastic school transportation experience.

Start tracking,
Start knowing.

GPS Tracking

Learn how real-time
data can benefit your
district.



Accuracy

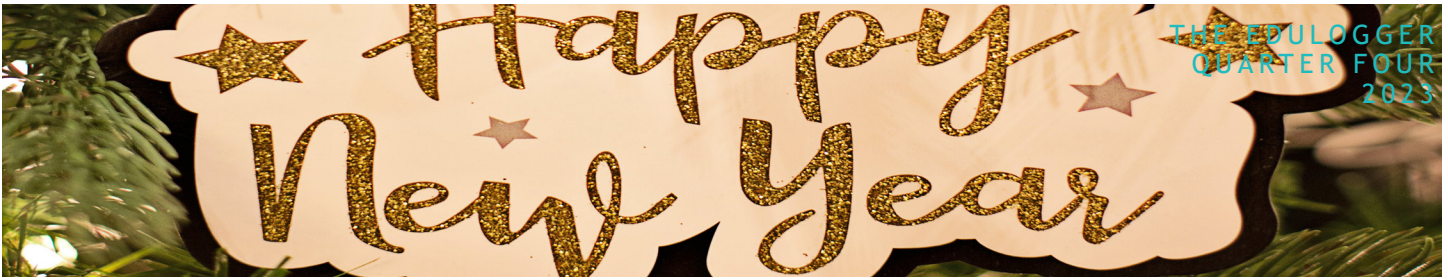


Integration



Insight

Learn
More



LOOKING TO THE NEW YEAR
WRITTEN BY EDULOG STAFF

Edulog is always looking for different ways to improve, increase satisfaction, and find the newest and best ways to serve our clients, communities, and team. Some of our departments have contributed their "New Year's Resolutions" to share:

Account Management: Over the course of 2023, the Account Management and Client Engagement Teams were instrumental in the continued use and maintenance of the Salesforce client database. We facilitated client engagement by promoting the Virtual Learning Academy and User Groups. In 2024, we will continue to provide virtual training, User Groups, and promotions for Edulog's suite of products. We are thrilled to continue to send our clients engaging and exciting emails. Our newest software, Athena, is in full swing. We are enthusiastically spreading the word to current clients to jump on the move to this game-changing platform!

Client Services Management: We want to grow our Athena knowledge so we can better service our clients. Next year, we will maintain activity in the Objective and Key Results Initiative at Edulog to better align our efforts and increase efficiency. We aim to empower SLM Personnel to make significant, higher-level contributions to client success.

Edulog Documentation, Curriculum Development, and Training (DCDT) Department: Over the last year, the training team accomplished so much together: Athena New User Training, Athena Release Letters, updated training guides and materials, GPS training, the Virtual Learning Academy, and much more. Edulog thanks each trainer and collaborator for their accomplishments!

There are exciting projects to look forward to as the new year approaches. With the latest restructuring of the company, the Edulog Documentation, Curriculum Development, and Training Department joined together to work on these projects.

The DCDT Department will collaborate with each division and department to develop, create, and manage all documentation, curriculum development, and training for legacy, GPS, and Athena products and services. Edulog training programs that we will be updating and creating are the following:

1. Edulog University Online Training
2. Athena Training Demos with Engineering
3. Virtual Learning Academy
4. New Hire Training
5. Internal Training Workshops
6. Online Training with Clients
7. Internal and External Certification Programs

The DCDT Department is excited to begin collaborating to build these training programs.

Edulog looks forward to seeing our organization flourish as we work together to have a successful year. Enjoy the Holidays and have a Happy New Year's!



HALLOWEEN HIJINKS

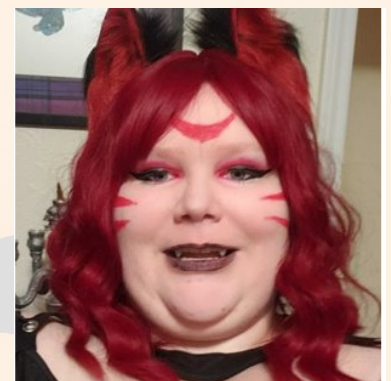
WRITTEN BY EDULOG STAFF

Annually, the Edulog staff dress up for a costume contest and submit photos of their best carved pumpkins. See the winners and the submissions below!

Costume Winners:

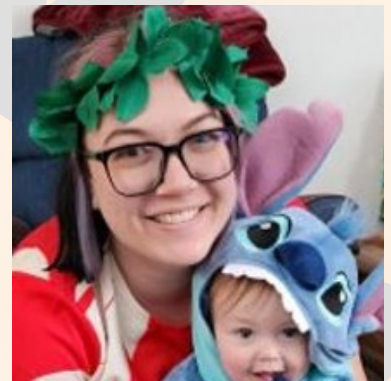
1st Place: Shawna Knudson

2nd Place: Wendy Evans



HALLOWEEN HIJINKS CONTINUED

THE EDULOGGER
QUARTER FOUR
2023



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HALLOWEEN HIJINKS CONTINUED

THE EDULLOGER
QUARTER FOUR
2023

Pumpkin Winners:

1st Place: Samantha Stokey



2nd Place: Bailey Zsupnik



THANKFUL FOR...

WRITTEN BY SARAH HUTCHERSON/JASMINE BROWN

Edulog is always looking for ways to not only improve our software, but to also improve our processes, procedures, and how we flow in this tech heavy world. One way that we have been doing that is by using certain platforms for data retention, client engagement and media. One way that we have been doing this is by testing and utilizing ChatGPT.

If you don't know what ChatGPT is, we can ask it! ChatGPT is an AI language model designed to assist and provide information on a wide range of topics. It can help with answering questions, generating text, offering advice, providing explanations, and much more. It's goal is to support users by offering helpful and accurate information based on the vast knowledge I've been trained on. Whether it's clarifying concepts, assisting with writing, or sharing insights on various subjects; it strives to be a versatile and reliable resource.

In playing around with ChatGPT, the Account Management team wanted to define what we do and how we can spread that information to our clients. This is what ChatGPT came up with:

"An Account Manager is a professional responsible for managing relationships with a company's clients or customers. Their primary goal is to understand client needs, address their concerns, and ensure that the products or services provided meet their expectations. They act as the main point of contact between the client and the company, often handling sales, customer service, and client retention. Account Managers work to maintain and grow the business by fostering strong, long-term relationships with clients."

Wow, how accurate is that?!

Besides being grateful for the ever expanding realm of technology and how we navigate utilizing new technology to advance our business processes and procedures, we will always be thankful to our wonderful clients.

What are you thankful for?

HAPPY HOLIDAYS! WRITTEN BY EDULOG STAFF

Staff's New Year's Resolutions:

Arika Steele: Well, I have had a lot of resolutions over the years, one year I said I would paint my nails for the whole year, I think that lasted about 4 months. Of course, I have resolved over and over to quit smoking, sorry to say I haven't resolved that yet. I did resolve to lose weight at the end of 2019 before the pandemic hit and I did, so there's one that I succeeded at. To be honest this new year's I'm resolving not to have any resolutions. LOL.

Djeff Ikambana: My resolution for 2024 is to practice self-respect and self-advocacy.

Chelsea Reichard: My resolution for 2024 is to focus on my creative passions, such as art and photography, and apply them to my marketing at Edulog! Such as creating fun, interactive ads, or improving the quality of our social media posts.

Jasmine Brown: I have never had a resolution that I have actually stuck to. I too, am a person that will frequent the gym in January, and quit in February. Safe to say, my weight loss journey has been a bust and is on an indefinite pause. My resolution this year is purposeful. My 2024 resolution is to give myself grace in my endeavors. As a person who is constantly picking up and putting down hobbies, I am very hard on myself when things go incomplete, or do not turn out the way I originally imagined. Practicing the art of giving myself grace is hard, as it sometimes feels like a copout. However, it is changing the view of grace from a copout, to a necessity that is the real goal. I will have to update you all on the 2024 Quarter 4 newsletter to see if this goal is achievable for me, or if it is another resolution that will end in flames!



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IS YOUR DATA CLEAN?

WRITTEN BY AMY MADZELONKA

THE EDULOGGER
QUARTER FOUR
2023

No matter what kind of data you work with, quality is important. Managing this information is an essential part of your Transportation Operation. But sometimes, data becomes ‘unclean,’ resulting in major errors, corruption, and unusable data.

Unclean data can include:

1. Students unmatched from your map, gaps in drivers.
2. Gaps in driver’s directions for runs/routes.
3. Or old, unusable info that is no longer needed in your system.

Any of these situations sound familiar? It could be time to evaluate your data.

What is data cleaning?

So, what exactly is data cleaning? It’s the meticulous process of ensuring data accuracy, consistency, and usability. Irrespective of the data type, maintaining high-quality data is imperative. This involves identifying errors or corruption, rectifying or removing them, and adopting best practices to prevent recurring errors in future data processing.

Here are a few recommended best practices for establishing a data cleaning process:

Error Monitoring: Maintain a log of errors and their origins for efficient identification and rectification of incorrect or corrupted data, particularly crucial when integrating other solutions with your software.

Standardize Procedures: keeping up with the newest methods minimizes risk.

Data Accuracy Validation: Post cleaning, verify the accuracy of your database.

Data Analysis: Regularly perform diagnostics on standardized and clean data to ensure ongoing accuracy.

Team Communication: Share the refined cleaning process with your team to encourage the adoption of best practices and maintain data cleanliness.

Employing tools for data cleanup enhances team efficiency, enabling swift extraction of necessary information from available data. Fewer errors mean diminished mistakes in transportation data and less frustration amongst your team. Continuously monitor and review data to detect inconsistencies, such as auditing and reviewing error logs, after every student import.

While software tools do exist to help out with this issue, a portion of it must be done manually. Data cleaning doesn’t need to be overwhelming - in fact, Edulog’s skilled team offers numerous tools to help you maintain quality data.

If you have a Client Service Manager, they will assist in identifying suitable tools for data cleanup. Alternatively, if you require assistance in this process, please reach out to your Account Manager or Edulog Support.



ROUTING

Optimization and Efficiency



BELL TIMES

Studies and Optimization



CONTRACTS

Auditing and Analysis



PLANNING

Demographics and Redistricting



OPERATIONS

Policies and Metrics



RECIPE: NANA'S CHICKEN AND DUMPLINGS

WRITTEN BY SARAH HUTCHERSON

We make this year-round; it is the perfect soul soothing soup for any occasion. This is the kind of recipe that is more of a base for you to build off of for your individual preference. Play with it and make it your own!

Ingredients:

- 1 rotisserie chicken from your store of choice; de-boned, skinned, or shredded
- 32 oz. carton Chicken stock*
- 26 oz can Cream of Chicken soup (save the can, you'll need it later)
- 2 tubes of 10 count Homestyle biscuits

*Chicken Stock Options:

In a large stock pot add:

- 1 to 2 lbs. boneless skinless chicken breast, and
- 1 to 2 lbs. boneless skinless chicken thighs

Fill the pot with water until all the chicken is just under the water & boil until the chicken is cooked through. Take out the chicken and shred it for later.

1. In your stock pot combine: chicken stock (canned or from homemade stock), cream of chicken soup (if using canned chicken stock, fill this can with water and add to the pot).
3. Mix thoroughly.
4. Add shredded chicken
5. Over medium-high heat, bring the soup to a boil. While that heats, stir occasionally & open the biscuits. Cut each biscuit into quarters.
6. Once the soup is boiling start dropping your biscuit pieces into the pot.
7. Stir well, then cover & boil for 10 minutes.
9. Stir every couple of minutes

Season to taste as you go along; my family will typically use sea salt, pepper, & a light dusting of smoked paprika in our individual bowls.

An advertisement banner with a teal background. On the left is a teal icon of a phone with circuit lines. The text in the center reads "Reduce School Startup Phone Calls up to 75%". On the right is a teal button with the text "Find Out How".

**Reduce School Startup
Phone Calls up to 75%**

[Find Out How](#)



Word Search

R E S O L U T I O N S T E C K
A I U H O L I D A Y S D N X O
D S H V L N E I N D P P R G V
V R Q V T P X G W Q L F O F L
X A G D F L H A L L O W E E N
O T O P T I M I Z A T I O N Y
T R V G Q B D U D A T A A N E
E H V K N W P U N K R M T C W
T R A N S P O R T A T I O N I
O L B N E W Y E A R I N U B N
J C R R K T F H W P N A A A T
F O L H H F V L V L D N W S E
K Q Y A Z S U I C L E A N I R
Q B A S I C S L S C F R C C A
E Z W D A L L A S V U T K S M

Transportation

Halloween

Holidays

Data

Optimization

Thankful

NewYear

Basics

Dallas

Basics

Clean

Resolutions

Winter

Nana



THE EDULLOGER
A NEWSLETTER FOR CLIENTS

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