Thomasville City Schools is... BULLDOG NATION
Strategic Plan 2020-2025

Students will receive a personalized education preparing them for further education, work, and citizenship upon graduation - in Thomasville City Schools, we go beyond the requirements of a sound, basic education.

Focus Area:	Goal 1:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Academic Excellence	*Thomasville City Schools will focus on Instructional Core in all Content Areas*	Implement a curriculum that is aligned and supports academic outcomes for all students	C&I Team, Lead Learners (Principals), Curriculum Facilitators, Teachers	Current: implementation of ARC reading literacy curriculum Future: acquisition/implementation of district-wide aligned math curriculum		
		Increase the level of rigor to improve students' thinking and performance	C&I Team, Lead Learners (Principals), Curriculum Facilitators, Teachers			
		Foster an environment for teaching and learning which promotes innovation and development of essential skills	C&I Team, Lead Learners (Principals), Curriculum Facilitators, Teachers			
		Create Advanced Teaching Roles to provide student and teacher development	C&I Leadership Team	Application for/award of Advanced Teaching Roles grant		
		Utilize data and formative assessments to ensure accountability for learning	Andrew Wiener; Principals	Databases and Data Warehouse created and shared		As data is created by various state and local assessments, it is shared via the district data tracking instrument (see link under progress section)
		Create opportunities for vertical collaboration at district and school levels	C&I Team, Lead Learners (Principals), Curriculum Facilitators			

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Focus Area:	Goal 2:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Academic Excellence	Thomasville City Schools will provide personalized instruction to build capacity for learning	Establish 1:1 Technology Initiative at all schools	C&I Team, Technology & Data Team	All students in grades K-12 have access to an individual device for learning;	Currently grades 3-12 are 1:1, by June 2022, all students in K-12 should be 1:1	
		Establish district-wide definition of personalized learning	C&I Team, Lead Learners (Principals), Curriculum Facilitators, Teachers		This will be a key component of the instructional fram	Work on this to begin Summer 2021
		Create student learning profiles to develop individualized learning plans for all students	Teachers and Support Staff	Creation of learner profiles within the SchoolNet module	Expectation of completion for all students in 2020-21	
		Create and implement performance-based learning standards for all content areas	C&I Team, Lead Learners (Principals), Curriculum Facilitators, Teachers			
		Define the system of supports to ensure students' academic growth and development needs are being met	C&I Team, Lead Learners (Principals), Curriculum Facilitators, Teachers			
		Create flexible, innovative classroom environments	Lead Learners (Principals), Teachers			

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Focus Area:	Goal 3:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Academic Excellence	*Thomasville City Schools will foster social-emotional growth and mental health development in all students*	Implement social-emotional learning competencies in all schools, including the Second Step Curriculum	Director of Student Services; MTSS/EC Director; School Counselors		PreK - 8th grade have the Second Step Curriculum	
		Define system of supports to ensure students' social and emotional needs are being met	Director of Student Services; MTSS/EC Director; School Counselors			
		Increase the number of external partnerships during the instructional day to provide mental health and wellness services to all students	Director of Student Services; MTSS/EC Director; School Counselor; Principals		Currently still have two mental health providers, providing on site and tele mental health therapy to grades k-12.	
		Provide co-curricular and extra-curricular enrichment and enhanced opportunities for students and families	Director of Student Services; Principals			
		Develop and utilize trauma-informed teaching strategies to provide a safe, stable, and understanding environment for students, families, and staff	Director of Student Services; MTSS/EC Director; School Counselor; Principals		District level team has begun the process to develop an implementation framework that can be rolled out based on readiness of the school and at given intervals of the specific school meeting targeted milestones. Roll out will be for only one school at a time.	

Schools and classrooms will be led by highly qualified administrators and teachers - in Thomasville City Schools, we recruit, retain, and develop the best.

Focus Area:	Goal 1: Part 1:	Action Steps:	Champion:	Progress:	Notes:
Workforce Diversity: **Recruit/ Hire**	*Thomasville City Schools will recruit/hire, develop, and retain a diverse and premiere workforce to increase student learning and reduce teacher turnover*	Thomasville City Schools will have one hundred percent of classrooms staffed on the first day of each school year.This will be monitored via PowerSchool and Thomasville City Schools Personnel Reports	Human Resources Department	PowerSchool Master School Scheduling to account for teachers of record for each course	Link to PowerSchool report
		Thomasville City Schools will conduct two open house informational sessions on how to become a teacher and obtain employment with Thomasville City Schools. Event information will be shared via local media outlets and Thomasville City Schools social media venues. Attendance will be monitored by sign-in sheets and permanent hires as a result of the open house session	Human Resources Department	Agenda and Roster of Attendance	Upload agenda and attendance roster
		Thomasville City Schools will create a "Why Thomasville" video to highlight district values. Video will be created with current staff members and will be shared via social media outlets.Views will be monitored via online data collection.	Human Resources Department/ Superintendent's Office	Video	Upload Video
		Thomasville City Schools will recruit in-state, diverse candidates which will bring cultural relevance to our schools and community	Human Resources Department	Recruitment Schedule	Link recruitment schedule
		Thomasville City Schools will strengthen partnerships between Educator Preparation Programs (EPPs), districts, and schools to foster collaboration and better teaching practicing	Human Resources Department	EPP MOUs, EPP agreements, Correspondence with EPPs	Link MOU, Sampling of correspondence, EPP License Agreement

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Focus Area:	Goal 1: Part 2	Action Steps:	Champion:	Progress:	Notes:
Workforce Diversity: **Develop/ Retain**	*Thomasville City Schools will recruit/hire, develop, and retain a diverse and premiere workforce to increase student learning and reduce teacher turnover*	Thomasville City Schools will recognize a staff or community member four times a year for his/her exhibition of the four pillars of Bulldog Nation by receiving the Bulldog Nation Award. Two honorees will be recognized at the October, January, April, and June Board of Education meetings.	Human Resources Department/Bulldog Nation Committee	Board of Education Agenda listing Bulldog Nation Award Winners	Link Board Agenda
		Thomasville City Schools will recognize staff annually in the following categories: Teacher of the Year, Instructional Technology Teacher of the Year, Beginning Teacher of the Year, and Classified Professional of the Year	Human Resources/School Based Leadership Team		Link School & District Winners Announcement
		Thomasville City Schools will provide all employees with an Employee Assistance Program available at no charge to employees. Monitoring will be collected via the EAP program report.	Human Resources Department/School Based Leadership	TCS Website, Monthly email reminders, Usage Report	TCS Website link, Copies of emails
		Thomasville City Schools will match internal educators with strong experienced mentors	Human Resources Department/School Based Leadership	Mentor Report/BT and Mentor Log	Link to Mentor Report/BT Documents
		Thomasville City Schools will work with school administrators, teachers, and staff advisory groups and other stakeholders to enhance and improve educator working conditions.	Human Resources Department/District Leadership Team/School Based Leadership	Teacher Working Conditions Report/School Improvement Team Plans	Link to Teacher Working Conditions Survey Results/Link to School Improvement Plans

Focus Area:	Goal 2:	Action Steps:	Champion:	Progress:	Notes:
Workforce Diversity:	*Thomasville City Schools will educate all staff on Human Resources topics for both administrators and district staff in the areas of teacher quality, customer service, licensure, and other legal requirements*	Thomasville City Schools will annually have one hundred percent of staff receive training via SafeSchools in the areas of district school safety. Compliance will be monitored via SafeSchools completion reports	Human Resources Department/School Leadership	Assign required SafeSchools Training, Email reminders	SafeSchools Report
		Thomasville City Schools will annually have one hundred percent of school staff sign acknowledging he/she has read and understands the Thomasville City Schools Board of Education Policy manual and the Thomasville City Schools Employee handbook. Compliance will be monitored via LINQ electronic signature report.	Human Resources Department	Use LINQ to send e-signature request for Staff Handbook and Thomasville City Schools Education Manual	Attach Policy Report from LINQ
		Thomasville City Schools will research and generate ideas for building professional learning/training opportunities for classified staff for future implementation in cooperation with other district departments.	Human Resources Department/Curriculum and Instruction Department/ District Leadership Team/Classified Professional Group	Training agendas, Classified Professional Group meetings	Attach agendas, upload training plan
		Thomasville City Schools will continue general training for administrators which will include: NCEES evaluation instrument, best hiring practices, employee wellness, professional growth opportunities, and licensure compliance.	Human Resources Department	Training agendas, CEUs credit roster,	Link agenda and CEU report

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Focus Area:	Goal 3:	Action Steps:	Champion:	Progress:	Notes:
Workforce Diversity:	*Thomasville City Schools will develop all staff members with a model of researched-based, innovative, personalized professional learning.*	Thomasville City Schools will strengthen Professional Learning Communities at all schools by providing school based professional development, formative assessments, and career pathway curricula	Curriculum and Instruction Department/Human Resources Department/School Based Leadership/District Leadership Team		
		Thomasville City Schools will utilize electronic learning, school based collaborations and voluntary after hours professional development to reduce principal and teacher time away from school.	Curriculum and Instruction Department/Human Resources Department/School Based Leadership/District Leadership Team		
		Thomasville City Schools will engage professionals in meaningful research based learning opportunities to promote cultural diversity, equity, and understanding.	Curriculum and Instruction Department/Human Resources Department/School Based Leadership/District Leadership Team		

Students and staff will have access to up-to-date technology and resources which align with and support quality learning, work, and communication across the district and with key stakeholders - in Thomasville City Schools, we operate effectively, efficiently, inclusively, and with transparency.

Focus Area:	Goal 1:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Operational Unity	*Thomasville City Schools will provide multiple channels of communication with families and community stakeholders to engage and inform in a timely manner*	Survey parents for communication preferences	Public Information Officer & Student Support Services	Poll: Advisory Groups School Teams Support Services Team	• Increased social media postings • Updated district & school websites for cleaner design • Investigating district-wide purchase for commonly used communication apps	
		Streamline and leverage communication services currently available	Technology, Public Information Officer & Data Team	Increase accuracy of up-to-date parent contact information including phone numbers, address, and email addresses Catalog of how communication is disseminated	New contacts information updates in PowerSchool Communication Methods Chart	
		Increase types of information available to parents • Parent Portal apps for student information regarding attendance, grade performance, and communication with teachers • Explore district mobile apps to collect TCS resources for parents into one location • Online student enrollment/registration and online bill pay options	Technology, Public Information Officer, Data Team, Finance Team	TCS Mobile App to include key components: District announcements, social media links, calendar, menu, inclement weather alerts, & school closings, Parent Portal, transportation, enrollment/registration, online bill pay	• Enhanced options for parent communication through existing automated calling service like secure digital report card access; expand online bill pay options • Explore App in 2022-23 • Parents can enroll students in our district through an online system (Scribbles)	

		Provide staff, parents, and student resources about Internet safety, digital security, and responsible digital citizenship through multiple venues	Digital Teaching & Learning, Media Coordinators & Student Support Services	Content created & shared in multiple formats for various audiences	• Elementary Media Coordinator class lessons • Creating a 2nd Canvas Course to share with teachers & staff/Digital Learning Competencies renewal course for Digital Citizenship	

Focus Area:	Goal 2:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Operational Unity	*Thomasville City Schools will create student digital citizens through technology-rich personalized learning opportunities*	Upgrade classroom technology environment to leverage opportunities for interactive and innovative student learning	Technology Team	Install new Promethean Activpanel technology in every classroom Expand student 1:1 device access to all grade levels	135 classrooms have been upgraded with plans for remaining classrooms & other learning spaces during summer 2022 Grades K-12 are 1:1 with a dedicated device for each student; Grades 6-12 take home devices	
		Enhance classroom environments with multiple technologies which work seamlessly and collaboratively	Technology Team	Replace wired classroom technology components with wireless options where available	Screenshare capabilities from teachers and students available in upgraded classrooms	
		Promote responsible digital citizenship	Digital Teaching & Learning + Media Coordinators		Elementary Media Coordinator class lessons	

		Infuse the NC Digital Learning Standards for all K-12 students into all academic areas	Digital Teaching & Learning + Media Coordinators	Opportunities for staff to gain professional knowledge about digital learning standards for students	September 24, 2021 virtual professional learning sessions Simple K-12 online/on-demand professional development SNAPShots professional learning session for staff (in person)	

Focus Area:	Goal 3:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Operational Unity	*Thomasville City Schools will engage all staff in training opportunities to improve operations to be more efficient, effective,*	Technology modernization through district level infrastructure, school and classroom technologies and devices used by individuals	Technology, Data Team, Finance Team	Modernize business systems	Upgraded copier/printing processes for more efficient end user experience (Papercut) Single sign on platform for students and staff to ease login and access issues (Classlink) New devices purchased for oldest fleet of devices used by	

	inclusive, and transparent				school administrators New office staff computers ordered New teacher laptops Upgraded office desk phones to handle uptick in videoconferencing strain	
		Train staff in effective implementation of new technologies including digital teaching strategies	Digital Teaching & Learning + Media Coordinators	Catalog of various professional learning opportunities and variety of formats available (online, asynchronous, in person)	SNAPShots professional learning session for staff (in person/virtual options) Ongoing software trainings: ● ActivPanel ● Iready ● Mclass ● Edgenuity	
		Provide innovative solutions for increased educator engagement in professional learning and leading opportunities	Digital Teaching & Learning	Creation of Digital Badging & Microcredentialing platforms	Explore Digital Badging & Microcredentialing platforms Spring 2022	

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Students and staff will learn and work in healthy and safe environments which honor excellence, diversity, unity, and pride - in Thomasville City Schools, we educate the whole child.

Focus Area:	Goal 1:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Student and Community Pride	*Thomasville City Schools will maintain all buildings and work areas so that they are safe and inviting*	Complete monthly fire and building / grounds reports and facility walkthroughs	Andrew Wiener; Asst Principals	Reporting forms and scheduling of reporting has been completed	https://drive.google.com/drive/folders/0B0VHBY5Ft-M7NTEteENLRzJ4aTA?usp=sharing	
		Assure protocols for front desk customer service				
		Define each teacher/staff/employee morning, class change, afternoon responsibilities for meeting, greeting, monitoring students and guests				
		Engage school resource officers in welcoming and supporting activities at all schools (presentations to classes, 'pop-in', etc.)				
		Safety Protocols and Procedures communicated and practices in a variety of ways to assure plans for security and emergencies	Wiener, Principals, Safety Committee	Online safe school plans complete and accessible for each school (limited to school admin, staff and emergency personnel - TPD, TFD) Use of state wide system to house plans	Table Top Exercises: https://drive.google.com/drive/folders/1U0Nj-vL9Zw_wFAuTZho35F0xLVlvMvto?usp=sharing (in addition to regular drills)	

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Focus Area:	Goal 2:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Student and Community Pride	*Thomasville City Schools will assure students are physically and emotionally healthy and responsible*	Provide child nutrition services that exceed state/federal requirements for nutrition at all meals	Tiffany Charles			
		Build and enhance partnerships which provide access to quality, tiered, school-based Mental Health services for all students	Jessica Dreher, Ken Hill	- Presentation to BoE Fall 2020 (Dreher, Hill) - Creation of Mental Health Pamphlet with offerings at each school and the district for students, families and staff (February 2021)	Slide 10, 11: https://docs.google.com/presentation/d/1QG4jzv7ORfUophMZRG4TmmtjT-gbVBbLb0z-Asz-XMM/edit?usp=sharing Slides 2-7 https://drive.google.com/file/d/1984fASBIvkzIxmxLNYGOuJULyRGyWRoj/view?usp=sharing LDES Presentation (Pilot School) https://docs.google.com/presentation/d/1WsOer6sREvRbgazL555Dx4bt2ckPzgVXnYyCC5M3G1g/edit?usp=sharing Pamphlet https://dochub.com/gentryc-jqg86j/qd0E4NeKgWrExmaKJ9LYyj/social-and-emotional-health-brochure-012521-pdf	
		Implement and expand opportunities for leadership and character development for students attending all schools	Principals, School Teams			

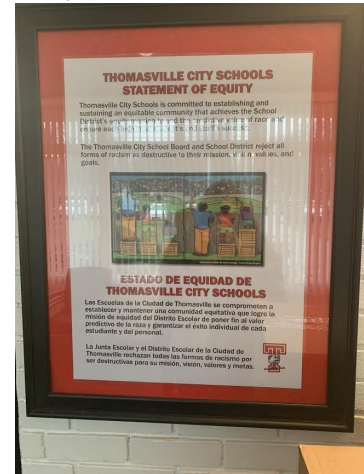|		Design service learning activities for all students including a services based capstone project for graduation with a focus on equity and justice topics	Principals, School Teams			

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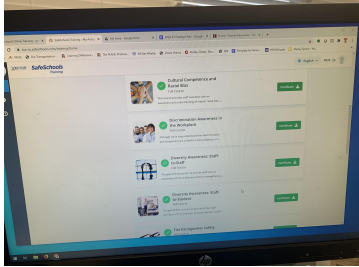
Focus Area:	Goal 3:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Student and Community Pride	*Thomasville City Schools will support and develop staff to care for themselves and their students*	Assess staff needs and areas of expertise in wellness, Social/Emotional Learning, mental health				
		Provide Professional Development in areas of wellness, Social/Emotional Learning, mental health as needed/indicated by survey/assessment	Dreher, Boone, Hill	See Goal 2		
		Perform annual assessment of culture and environment of the building (teacher working conditions local option)	Principals, Dalton	2020 Teacher Working Conditions Survey

2021 TCS Interim TWC Survey | | |
| | | Continue and enhance annual opportunities for training in equity/diversity (serving students of poverty, etc.) | Sanders | Inclusion of initial/ refresher courses in areas of diversity and culture competency

District and School Equity Teams created

3rd group of Racial Equity Institute trainees (all admins and director and 6-8 at each school team previously trained) | Equity policy
https://www.boardpolicyonline.com/bl/?b=thomasville&s=978329

Equity Statements Posted

 | |

					Initial and Refresher Training Through SafeSchools	
		Continue to provide annual opportunities for training in de-escalation strategies				

Focus Area:	Goal 4:	Action Steps:	Champion:	Key Indicators:	Progress:	Notes:
Student and Community Pride	*Thomasville City Schools will increase and enhance opportunities for parent and community engagement with and for the schools*	Update and re-define engagement to create catalog of engagement opportunities for parents and greater community				
		Create Parent Institute/Academy to develop parent capacity and leadership				
		Increase and vary communication around the community (Facebook live meetings, Channel 13, local church bulletins)	Johnnie Musgrave, Jennifer Buck, Cate Gentry	Monthly Church Bulletin Inserts Monthly posting agreement with channel 13...also regular "special event" posting and some streaming of events Zoom for BoE meetings and school based meetings as an option moving forward		