

# Increasing Educator Diversity Plan Template

DRAFT

IMPORTANT NOTES:



- 1. Formal approval by your local or regional board of education, or equivalent governing body for schools must be obtained prior to submitting your Increasing Educator Diversity Plan. Be prepared to provide the day, month and year that the plan was approved by the board or equivalent governing body as part of the upload of your submission.
- 2. In the absence of an original motion or a preexisting board or board equivalent policy expressly conferring authority on the superintendent or equivalent schools administrator to make any necessary Plan revisions, the school board or equivalent governing body will be expected to formally approve any necessary revisions to its Plan prior to submitting the revised Plan by May 15, 2024

COVER PAGE	
District: Thomaston Public Schools	
Vision:	In order to increase the educator workforce in Thomaston that also addresses the increasing diversity of Thomaston PK-12 students, we will create a continuously data-driven improvement process so that the District attracts,
Theory of Action	Over the next 1-2 years, we will investigate in enhancements available in the the Frontline Recruiting & Hiring module including Proactive Recruiting; making our hiring platform more attractive; through the School Guidance Staff
Team Lead:	Kristen DiVenere, Human Resources Generalist
Team Members:	Francine Coss, Superintendent of Schools; Cristina Kingsbury, Thomaston High School Principal; Aaron Bunel, Thomaston High School Assistant Principal; Heidi Laus, Social Studies Teacher; Jose Ortiz, Computer Network

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RECRUITMENT								
Goal	Who Manages the Goal?	Strategies/Key Activities (How are we going to do it?)			Indicators of Progress	Resources Required	Risks and Mitigation	Communication/ Engagement Efforts
(What are we trying to do?)	(name, position)	What?	Who Owns This?	By When?	(How will we know if we are on track for success?)	(What people, time, money, and technology will be needed?)	(What could go wrong? How will we make that less likely to happen?)	(Who needs to be consulted/ engaged? What needs to be communicated? To whom?)
Increase the ratio of educators and students of color and/or diversity in District within the next 3 years	Kristen DiVenere, Human Resources Generalist	Explore increased modalities within Frontline: <b>Proactive Recruiting</b>	Human Resources Generalist	6/1/2024 ongoing	Reports within Frontline are available to track efforts through <a href="#">Proactive Recruiting</a> . Ability to reach tens of thousands of licensed educators who are interested in working in Connecticut; ability to send personalized recruiting messages to job-seekers who meet your criteria and invite them to apply to our district.	Simple, quick implementation of Proactive Recruiting - approx \$1,000 for fiscal year 2023-2024; \$3,500 annually. Broad email outreach, follow up conversations, meetings, job fair page through Frontline	Not approved for budget purposes; not enough interest from applicants. Ability to create personalized messages to interested candidates, stay in touch with individual applicants.	Superintendent/Diversity Committee; BOE Demo of Proactive Recruitment statistics
		Make job postings more attractive and appealing	Human Resources Generalist	3-6 months	Increase in more diverse applicants	Include diversity information and more community demographics to job postings	May not appeal to current population within the community. Need to be politically correct and sympathetic to those who may have other opinions.	Potential applicants in and out-of-state using broad email outreach.
		Increase utilization of social media and email	Human Resources Generalist	3-6 months	Increase in venues of applications	Access to social media and email (EdSight Secure Educators with Active Endorsements page) to increase outreach to qualified applicants	May be fees to advertise on some platforms, may attract more unqualified applicants than qualified. Need to be specific in posting.	Social media and recruitment software.
		Student Teachers/Interns	Director of Curriculum, Instruction, and Assessment and School Administration	3-6 months	Increase in secure placements	Increase in cooperating teachers and mentors appointed by TEAM and certified will be responsible for student teachers and interns. School Administration recommends any intern/student teacher placement along with the Director of Curriculum, Instruction, and Assessment.	Limited eligibility for student teachers/intern placement could pose a delay in securing either positions. Proactive communication with education programs in surrounding universities to recruit placement at the start of the school year.	Consult with local Deans of Education through AACTE and other college/university groups.

Increase the ratio of educators and students of color and/or diversity in District within the next 3 years	Director of Curriculum, Instruction, and Student Assessment	Incentives	Superintendent of Schools; Thomaston Board of Education	Ongoing/at least through June 30, 2026		Mortgage incentive through local bank, Longevity bonus, Tuition Reimbursement, 403b/457 incentive, Insurance waiver, Contribution to H S A	Members of the bank could choose to change their benefits and incentives. Superintendent can develop a long term plan that ensures the continuation of such benefits and incentives to a Thomaston Public School employee. Negotiations and contractual changes could be adjusted. Superintendent will work with the all bargaining units to continue to provide these bonuses to staff that provide years of service. Superintendent will work with the all partnering educational institutions to plan for continued tuition reimbursement. Staff can choose not to participate in a 403B/457 incentive. Human Resources Generalist can proactively communicate the benefits of contributing to a 403B/457 whether through Thomaston Board of Education and/or a private agency provider. Negotiations and contractual changes could be adjusted. Superintendent will work with all bargaining units to ensure that insurance waivers can be applicable to staff accepting the offered insurance. Negotiations and contractual changes could be adjusted. Superintendent will work with all bargaining units to ensure that HSA contribution can be applicable.	TEA will communicate local bank incentives with those in the TEA. Superintendent of Schools and Human Resources Generalist will collaborate with Thomaston Savings Bank representation to explore loan opportunities. TEA will work with the Superintendent of Schools to create longevity bonuses for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the levels of longevity bonuses available through written contract. TEA will communicate tuition reimbursement opportunities with those in the TEA. Superintendent of Schools and Human Resources Generalist will collaborate with local schools/universities to create tuition reimbursement opportunities. TEA will work with the Superintendent of Schools to include 403b/457 incentives for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the 403b/457 available through written contract. TEA will work with the Superintendent of Schools to include insurance waiver incentives for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the insurance waivers available through written contract. TEA will work with the Superintendent of Schools to include HSA contributions for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the HSA contributions available through written contract.
		Dual enrollment course offerings for both student and credential offerings for staff	Director of Curriculum, Instruction, and Assessment, High School Principal, School Counselors	At present and expanding in future years.	Increase in dually enrolled course offerings	Promote new courses through video promotions, student/parent assemblies, Share on social media and daily news during school day. Social Media Coordinator responsible for the promotion of new courses/programs. New opportunities also shared through the monthly "Counselor Connection" newsletter and the Program of Studies.		

Increase the ratio of educators and students of color and/or diversity in District within the next 3 years	Director of Curriculum, Instruction, and Student Assessment	Partnerships with EdAdvance, SCSU, UCONN, POST	Director of Curriculum, Instruction, and Assessment, High School Principal, School Counselors	At present and expanding in future years.	Increase in number of partnerships with local educational institutions	Promote new partnerships through video promotions, student/parent assemblies, Share on social media and daily news during school day. Social Media Coordinator responsible for the promotion of new courses/programs. New opportunities also shared through the monthly "Counselor Connection" newsletter and Program of Studies.		
		School to Career offerings through Cook Willow CNA and Bristol Technical Center	Director of Curriculum, Instruction, and Assessment, High School Principal, School Counselors	At present and continuing into the future.	Increase in number of school to career local educational institutions	Promote new school to career through video promotions, student/parent assemblies, Share on social media and daily news during school day. Social Media Coordinator responsible for the promotion of new courses/programs. School counselors also share/post new school to career opportunities through Naviance and display outside of the School Counseling office. New opportunities also shared through the monthly "Counselor Connection" newsletter.		

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HIRING & SELECTION								
Goal (What are we	Who Manages the (name, position)	Strategies/Key Activities			Indicators of Progress (How will we know if we are on track	Resources Required (What people, time, money, and	Risks and Mitigation (What could go wrong? How will we	Communication/ Engagement (Who needs to be consulted/
		What?	Who Owns	By When?				
Increase efforts to recruit and attract more available talent from outside the immediate area	Human Resources Generalist	Job Fairs - colleges/universities (private, public and online)	School Administration, Human Resources Generalist, and Superintendent of Schools	2024-2025 School Year	TPS will secure more employees from the colleges/universities compared to previous years.	Google and powerschool accounts will be issued. Chromebooks, desktop, Smart board and/or projector as needed.	Travel distance and expenses can be mitigated through proper budgeting of time and funds.	Human Resources Generalist, School Administration, Human Resources Generalist, and Superintendent of Schools should be consulted and engaged in the process, inclusive of the priority to schedule time to travel and recruit staff.
		Multi-tiered approach to interview process	School Administration and Superintendent of Schools	2024-2025 School Year	New hires will be retained longer.	School Administration and Superintendent of Schools will budget time and funds to address the multi-tiered interview process.	The multi-tiered approach may require additional time to implement. Having interview tools and resources handy prior to posting a vacancy will hasten the pre-employment period without compromising the process.	School Administration and Superintendent of Schools shall be trained in and implement the multi-tiered interview process with fidelity.
	Director of Curriculum, Instruction and Student Assessment	Student Teachers/Interns	Director of Curriculum, Instruction and Student Assessment along with School Administrators	2024-2025 School Year	An annual increase in the number of Student Teachers and Interns.	Additional Cooperating Teachers must be trained. Substitutes must be secured for training days and funding for substitutes must be budgeted.	The possibility of having fewer Cooperating Teachers than interested Student Teachers/Interns can be averted by providing training to increase the number and variety of Cooperating Teachers.	Director of Curriculum, Instruction and Student Assessment along with School Administrators should recruit Student Teachers and Interns through their respective college/university connections.
	District Webmaster	Integrate multilingual ability on website	School Webmasters	2024-2025 School Year	School website will be accessible in multi languages by August 2024, prior to the first day of school.	District Webmaster and School Webmasters will utilize their stipend hours to update the respective webpages for which they are responsible to allow for multi-lingual access.	Stakeholders who require multilingual options on the website may not be aware of its availability. Multi-lingual messaging and communication related to these website options will precede website changes.	The District Webmaster and School Webmasters shall find compatible resources and set all webpages to offer multi-lingual options for visitors/readers.

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RETENTION								
Goal	Who Manages the Goal?	Strategies/Key Activities (How are we going to do it?)			Indicators of Progress	Resources Required	Risks and Mitigation	Communication/ Engagement Efforts
(What are we trying to do?)	(name, position)	What?	Who Owns This?	By When?	(How will we know if we are on track for success?)	(What people, time, money, and technology will be needed?)	(What could go wrong? How will we make that less likely to happen?)	(Who needs to be consulted/ engaged? What needs to be communicated? To whom?)
Create incentives to attract and retain talent from outside the immediate area		Participate in Affinity Groups	EdAdvance	Planning Stage, TBD	TBD	Access and coordination with EdAdvance, affiliated partners and other districts	Engagement and interest, provide flexibility and communication	Administration needs to communicate the availability and promote/encourage participation.
		Mortgage incentive through local bank	Thomaston Savings Bank	2024-2025 School Year	Thomaston Savings Bank reporting on number of employees secure loans through bank?	Thomaston Savings Bank representation, Human Resources Generalist, and Administration can promote these incentives through faculty meetings and/or weekly notifications.	Members of the bank could choose to change their benefits and incentives. Superintendent can develop a long term plan that ensures the continuation of such benefits and incentives to a Thomaston Public School employee.	TEA will communicate local bank incentives with those in the TEA. Superintendent of Schools and Human Resources Generalist will collaborate with Thomaston Savings Bank representation to explore loan opportunities.
		Longevity bonus	TEA	per contract	Payroll report will indicate progress	Human Resources Generalist and Superintendent in collaboration with the TEA Representatives	Negotiations and contractual changes could be adjusted. Superintendent will work with the all bargaining units to continue to provide these bonuses to staff the provide years of service.	TEA will work with the Superintendent of Schools to create longevity bonuses for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the levels of longevity bonuses available through written contract.

Superintendent of Schools; Thomaston Board of Education	Tuition Reimbursement	TEA	per contract	Payroll report will indicate progress	Human Resources Generalist and Superintendent in collaboration with the TEA Representatives	Negotiations and contractual changes could be adjusted. Superintendent will work with the all partnering educational institutions to plan for continued tuition reimbursement.	TEA will communicate tuition reimbursement opportunities with those in the TEA. Superintendent of Schools and Human Resources Generalist will collaborate with local schools/universities to create tuition reimbursement opportunities.
	403b/457 incentive	TEA	per contract	Payroll report will indicate progress	Human Resources Generalist and Superintendent in collaboration with the TEA Representatives	Staff can choose not to participate in a 403b/457 incentive. Human Resources Generalist can proactively communicate the benefits of contributing to a 403b/457 whether through Thomaston Board of Education and/or a private agency provider.	TEA will work with the Superintendent of Schools to include 403b/457 incentives for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the 403b/457 available through written contract.
	Insurance waiver	TEA	per contract	Payroll report will indicate progress	Human Resources Generalist and Superintendent in collaboration with the TEA Representatives	Negotiations and contractual changes could be adjusted. Superintendent will work with all bargaining units to ensure that insurance waivers can be applicable to staff accepting the offered insurance.	TEA will work with the Superintendent of Schools to include insurance waiver incentives for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the insurance waivers available through written contract.
	Contribution to H S A	TEA	per contract	Payroll report will indicate progress	Human Resources Generalist and Superintendent in collaboration with the TEA Representatives	Negotiations and contractual changes could be adjusted. Superintendent will work with all bargaining units to ensure that HSA contribution can be applicable.	TEA will work with the Superintendent of Schools to include HSA contributions for certified staff that serve Thomaston Public Schools for many years. The TEA will embed the HSA contributions available through written contract.

	New teacher evaluation process focuses on growth and reflection with coaching support	PDEC Committee along with TEAM Mentors	2024-2025 School Year	Midyear and end of the year reflection on certified staff evaluation forms	PDEC Committee along with TEAM Mentors, chromebook, Monday meeting time, arranging for time after school to plan/collaborate. Administration participate in regular coaching days to provide feedback and support of teachers on instructional practice.	Scheduled meeting time could be impacted if an emergency arises. Districtwide Administration will arrange a schedule intentionally for the evaluation process with the PDEC team, communicate this schedule to all members impacted by the evaluation process.	Teachers need to be aware of the decisions made during PDEC time. Teachers assigned TEAM mentors will be notified through team meetings. More information can be communicated through faculty meetings, weekly newsletters/notifications from school principals. Director of Curriculum, Instruction, and Assessment can also communicate through Monday meetings if time is needed for planning and allocating/viewing resources shared.
	Professional Development opportunities	PDEC Committee	2024-2025 School Year	Administration Reports to Board of Education monthly reporting on PD opportunities awarded to faculty/staff	Time needs to be scheduled for professional development at the start of the school year.	Funding could impact participating and provided opportunities for professional development. This could be mitigated by offering access to Councils, Open Classroom, TEAM mentors, etc. Prior planning with ESS could be arranged to offset the cost of alternative professional development.	Administration needs to communicate the need for professional development. The Admin Council will determine the high need areas of development for all staff to build the greatest capacity.



Director of Curriculum, Instruction and Student Assessment	TEAM Training	Director of Curriculum, Instruction and Student Assessment	2024-2025 School Year	Number of mentees, cooperating teachers, student teachers, and field observers completed time towards their planned program of studies has increased.	Increase in cooperating teachers and mentors appointed by TEAM and certified will be responsible for student teachers and interns. School Administration recommends any intern/student teacher placement along with the Director of Curriculum, Instruction, and Assessment.	Sources and convenience of TEAM training provided by EdAdvance and/or online training	Communication with EdAdvance to prepare for TEAM training
	Instructional Rounds	District Administration	2024-2025 School Year	Administration Reports to Board of Education monthly reporting on findings and focuses of the instructional rounds conducted.	Members of each school will collaborate with Districtwide Administration to rotate through different schools to focus on one area of practice that can improve instructional practice for all teachers. Professional development time, team time, and planning time will be needed to secure this strategy.	Days scheduled for instructional rounds could be canceled due to weather or other unforeseen event impacting the school day. District Wide Administration will plan for a "back of day" of instructional rounds if in the event there is a day where school is canceled or another impacting factor beyond Administration control.	Teachers need to be consulted and informed of instructional rounds. All members of the school community need to be able to contribute to the instructional rounds process and provide feedback. District Wide Administration will be responsible for communicating to all teachers. Planning in Admin Council in order to execute instructional rounds.
	Weekly Planning and Team Time	School Administration	2024-2025 School Year	Meeting Agendas and Administration reports to the Board of Education monthly will indicate progress during the planning and team time.	Team Leaders and teachers are responsible for reporting their shared collaboration and planning in weekly agendas. Team leaders responsible for reporting out the monthly progress of collaboration. Some Monday meetings will be allocated to solely curriculum/content focused time. This will add to the planning piece of team time.	Weekly planning and team time could be impacted if the school day is canceled. To keep communication ongoing, the agenda for both planning/team time will be editable by all members of the team. Therefore, time will be maximized upon next meeting.	School Administration are responsible for communicating needs of weekly planning/team time to team leaders as needed.

Human Resources Generalist	Coaching Positions	School Administration and Athletic Director/Coordinator	2024-2025 School Year	Increase in number of certified staff serving as both teacher and coach	Athletic Director will encourage certified staff to consider serving in a coaching capacity. Inform teachers that there is compensation for a variety of coaching roles within the district.	Limited number of student athletes interested in participating in a sport. AD will recruit early preseason to gain student athlete interest and participation. AD will communicate with parents to highlight incentives of participating in a sport at the high school level.	Athletic Director and School Administration are responsible for communicating coaching opportunities to staff. Teachers will be notified through the Frontline website of vacancies. Internal requests will be considered as a way to maximize their professional capacity.
	Club/Advisor Positions	School Administration	2024-2025 School Year	Increase in number of certified staff serving as both teacher and vacant club/advisor positions	Administration will promote and encourage staff to serve in additional capacities outside of their teaching duties. Administration will inform staff of vacant clubs/advisors positions within the district.	A staff member could not be interested in the Schedule K position. Superintendent will work with the bargaining units and Administration to continue to compensate for these Schedule K positions. Administration will continue to promote these stipend positions.	All staff need to be communicated about these club/advisor positions. Administration and Human Resources Generalist are responsible for such communication of vacancies.