

ANNUAL REPORT

2026

LETTER FROM THE EXECUTIVE DIRECTOR



Dear Friends and Supporters,

Every child in Winston-Salem deserves an excellent teacher, regardless of their family's income or the school they attend. This belief is what brought Winston-Salem TEACH to life, and it continues to inspire everything we do.

As I reflect on this past year, I am incredibly proud of what we have accomplished together. Since launching in 2023, Winston-Salem TEACH has recruited and prepared 31 educators, reached approximately 4,590 K-12 students, and expanded its impact to 16 of our community's highest-need schools. What makes me especially proud is seeing how well our teachers are doing in the classroom and knowing that so many are choosing to continue teaching in Winston-Salem.

This year's principal evaluations provided some of our most encouraging findings yet. 100% of the school leaders who hired our graduates agreed that our teachers demonstrated stronger instructional preparedness, relationships with students and families, and emerging leadership than other first-year teachers. I'm especially proud of our 96% teacher retention rate, which speaks to the strength of our preparation model and the ongoing support we provide our graduates. We were also thrilled to celebrate three of our first-year teachers who were nominated by their schools as Teachers of PROMISE, bringing the total to six Winston-Salem TEACH teachers recognized for this distinction over the past two years.
These successes take on even greater meaning when we consider the need in our community right now. Recently, data shared by Winston-Salem/Forsyth County Schools' Human Resources Department revealed that only 11% of first-year teachers in our Title I schools hold a teaching license. Remarkably, **80% of those licensed teachers are Winston-Salem TEACH graduates**. I have thought about those numbers often over the past few months. They highlight just how urgently our community needs well-prepared teachers, but they also tell us something incredibly hopeful: Winston-Salem TEACH is helping meet this important need, one teacher at a time.

As proud as I am of our progress, I know there is so much more we can accomplish together. Through our new **336 Challenge**, named after Winston-Salem's 336 area code, we are inviting our community to help us recruit, prepare, and retain 10 additional teachers who will each serve for at least four years in a high-need WS/FCS school. Over their four years of teaching, these ten exceptional teachers will make a difference in the lives of more than 3,300 K-12 students, creating an impact that will ripple throughout our community.

None of this would be possible without our extraordinary partners and generous community supporters. I am deeply grateful for your belief in our mission and in the children of Winston-Salem.

My hope is that one day, every child in our city will walk into a classroom knowing that an excellent teacher is waiting for them. We are proving that this vision is possible, and I hope you will join us in bringing it to even more children.

With gratitude,

Kate

Kate R. Allman, Ph.D.
Executive Director, Winston-Salem TEACH

Four Institutions. **One Shared Mission.**

Winston-Salem TEACH is powered by a unique inter-institutional partnership among Wake Forest University, Winston-Salem State University, Salem College, and Winston-Salem/Forsyth County Schools. Our Leadership Team brings together decades of experience in teacher preparation, educational research, and school district leadership to recruit, prepare, and retain exceptional teachers in our community's highest-need schools.

Each partner institution has appointed a designated representative to serve on the Winston-Salem TEACH Leadership Team, contributing their institution's unique expertise, resources, and perspectives to the program's success and long-term sustainability. All four institutional representatives hold equal voting power, ensuring that decisions are made collaboratively and reflect our shared commitment to strengthening Winston-Salem's teacher workforce.





WINSTON-SALEM TEACH LEADERSHIP TEAM



Dr. Kate Allman
Executive Director
Winston-Salem TEACH



Dr. Alan Brown
Professor of English Education & Director of Graduate Education
Wake Forest University



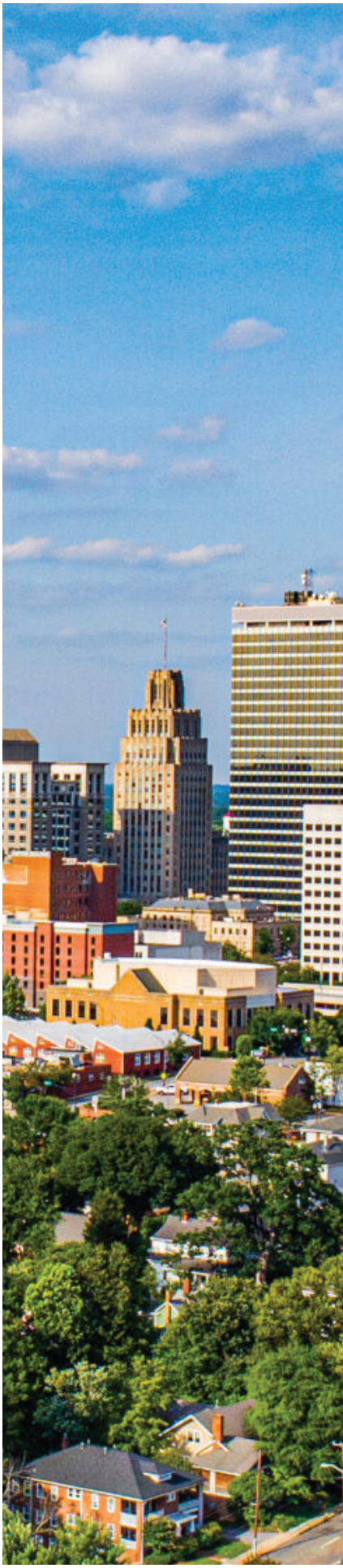
Dr. Rebecca Jordan
Associate Professor of Literacy Education & Educative Teacher Performance Coordinator
Salem College



Dr. Tanya Hudson
Associate Dean of Educator Preparation and Quality Assurance
Winston-Salem State University



Andy Kraft
Assistant Superintendent
Winston-Salem/Forsyth County Schools



WINSTON-SALEM TEACH STAFF



Jennifer Coil
Administrative Coordinator



Dr. Cheryl Frazier
Beginning Teacher Coach



Tanya Lee
Teaching Fellow



Kelsey Walters
Recruitment Coordinator

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Director of Community Engagement & Impact,
Neighbors for Better Neighborhoods
Pastor, Exodus United Baptist Church

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District A County Commissioner
Title III Activity Specialist, North Carolina Agricultural and Technical State University

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Research Historian for Triad Cultural Arts

Chuck Spong

Executive Director, Love Out Loud

Diane Massas

Executive Director, Winston-Salem Hispanic League

Dr. Debbie French

Chair of the Department of Education
Professor, Social Studies Education
Wake Forest University

Dr. April Whitehurst

Assistant Professor, Special Education
Winston-Salem State University

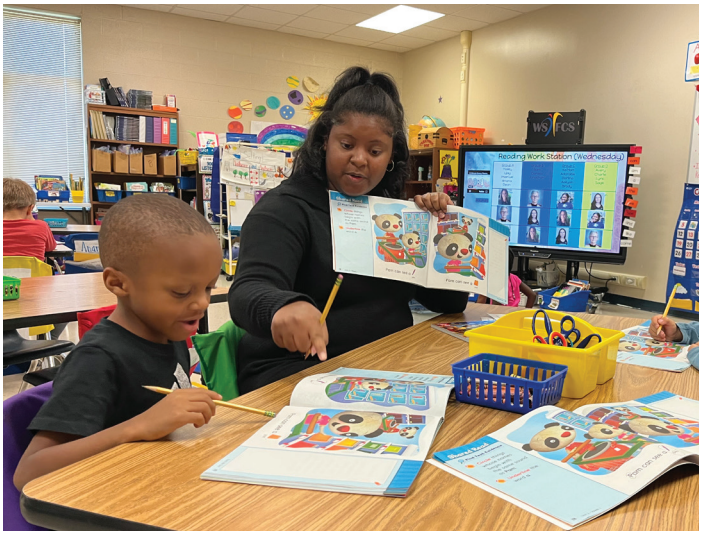
Dr. Nicki Young

Director of Teacher Preparation & Assistant Professor
Salem College

Sylvia Oberle

Former Executive Director at Habitat for Humanity of Forsyth County

Our Impact at a Glance



“This program has been the best decision I have made.”

- Second year teacher

Since welcoming our first cohort in 2023, Winston-Salem TEACH has continued to grow its impact on students, teachers, and schools throughout Winston-Salem/ Forsyth County’s high-need schools. We have recruited and prepared 31 aspiring educators, supported beginning teachers in 16 high-need schools, and reached more than 4,500 K-12 students. Today, 96% of WS-TEACH graduates who began teaching in a high-need WS/FCS school are still teaching: an encouraging reflection of our commitment to preparing teachers who stay. By 2030, we project that educators from our first four cohorts will have taught more than 15,000 students. With continued support from our donors and partners, we are building a stronger, more sustainable pipeline of excellent teachers for the schools that need them most.

31

educators recruited and prepared

4,590

high-need WS/FCS students taught to date

16

Serving 16- high-need WS/FCS schools

96%

Teacher Retention

100%

of WS-TEACH graduates would recommend WS-TEACH to others

15,134

projected cumulative student reach

Teacher Preparation Rooted in Community



Exploring the city's rich history and cultural heritage during a Triad Cultural Arts bus tour.

"You cannot serve a community that you do not know. And you also cannot change who you do not touch."

-Second year teacher



Volunteering at Second Harvest Food Bank of Northwest NC



Visiting the Shotgun House Legacy Site in the historic Happy Hill neighborhood

"In Winston-Salem TEACH, you're fully immersed in the community that you're going toå be in. When we go to museums, we're learning about the community and what the kids are facing. Everything's geared towards being aware of where you're actually going to be teaching."

-Second year teacher





Winston-Salem TEACH represents a fundamentally different approach to teacher preparation and is a model of institutional collaboration that is unprecedented in higher education. Unlike traditional teacher residency programs housed within a single university, WS-TEACH was designed from the ground up as a shared partnership among Wake Forest University, Winston-Salem State University, and Salem College, working in close collaboration with Winston-Salem/Forsyth County Schools. All three universities serve as foundational partners, contributing their distinct expertise and teacher preparation pathways toward a shared commitment to strengthening Winston-Salem's teacher workforce in local high-need schools.

What also makes WS-TEACH unique is our belief that the community itself is an essential classroom for preparing excellent teachers. Through partnerships with organizations such as the Winston-Salem Hispanic League, Crossnore Communities for Children, Second Harvest Food Bank of Northwest North Carolina, Bookmarks, and Forsyth Family Power, our residents learn beyond the walls of their university classrooms and internship schools. Our residents engage with Winston-Salem's neighborhoods, history, families, and community organizations, developing a deeper understanding of the strengths, experiences, and challenges of the students they will teach. These experiences help residents build a sense of belonging, understanding, and a lasting commitment to the communities we serve.

Where Our Teachers Are Making A Difference



Winston-Salem TEACH believes that every child deserves an excellent teacher, regardless of their family's income or the school they attend. Yet too often, the schools serving students with the greatest economic needs face the greatest challenges in recruiting and retaining well-prepared educators. In spring 2026, WS/FCS Human Resources reported that only 11% of first-year teachers in the district's Title I schools held a teaching license. Remarkably, 80% of those licensed first-year teachers were prepared through Winston-Salem TEACH, underscoring the program's critical role in addressing teacher shortages in our highest-need schools.

Winston-Salem TEACH was created to build a sustainable pipeline of exceptional, fully-licensed teachers committed to serving our community's highest-need schools.

WS-TEACH educators are eligible to teach in any of the 43 designated high-need schools across Winston-Salem/ Forsyth County Schools (WS/FCS). Today, our teachers and residents are making a difference in 16 of these schools, where the need for excellent, committed educators is particularly urgent. Nearly 70% of students, on average, are economically disadvantaged, compared with approximately 51% statewide.

"Every student in our district deserves to have the very best teacher. And that's what Winston-Salem TEACH is about."

-Dr. Kate Allman, Executive Director

Our teachers and residents are currently making a difference in the following schools:

Elementary Schools

Brunson Elementary School
Diggs-Latham Elementary School
Forest Park Elementary School
Hall-Woodward Elementary School
Mineral Springs Elementary School
Moore Elementary School
Old Town Elementary School
Petree Elementary School
Union Cross Elementary School

Middle Schools

Hanes Magnet School
Walkertown Middle School

High Schools

East Forsyth High School
North Forsyth High School
Parkland High School
Reynolds High School
Walkertown High School

The Multiplier Effect

An investment that keeps teaching

Since 2023, our residents and graduates have already taught more than 4,500 K-12 students. If our first four cohorts continue teaching, their collective reach is projected to exceed 15,000 students by 2030.

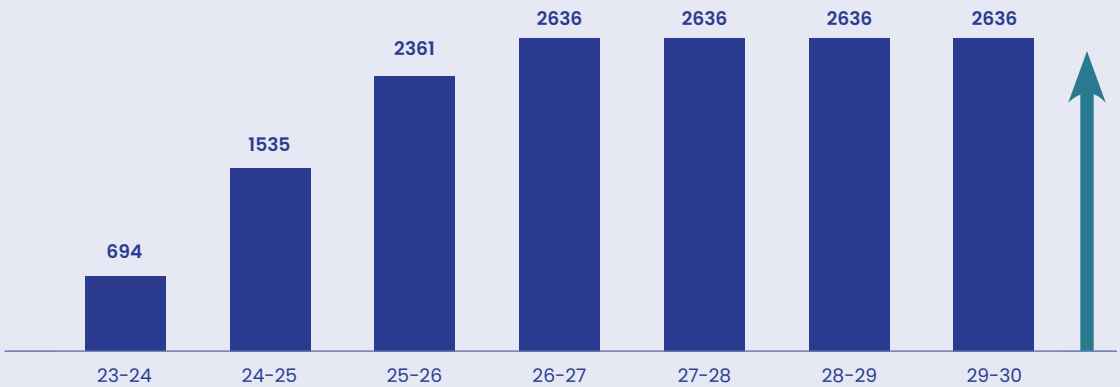
For our donors, the impact of this investment extends far beyond supporting one aspiring teacher. Every exceptional teacher we prepare and retain represents hundreds of students who will benefit from stronger instruction, meaningful relationships, and greater opportunities to succeed.

By investing in teachers where they are needed most, Winston-Salem TEACH is helping build a stronger, more equitable future for Winston-Salem: one classroom at a time.

Winston-Salem TEACH is such a hidden gem that the community really needs to learn more about. It's important, it's necessary, and we can see that the students who go through this program thrive, they are successful, and they are very supportive of our young scholars in the classroom."

-Rev. Tembila Covington, WS-TEACH Advisory Council Member

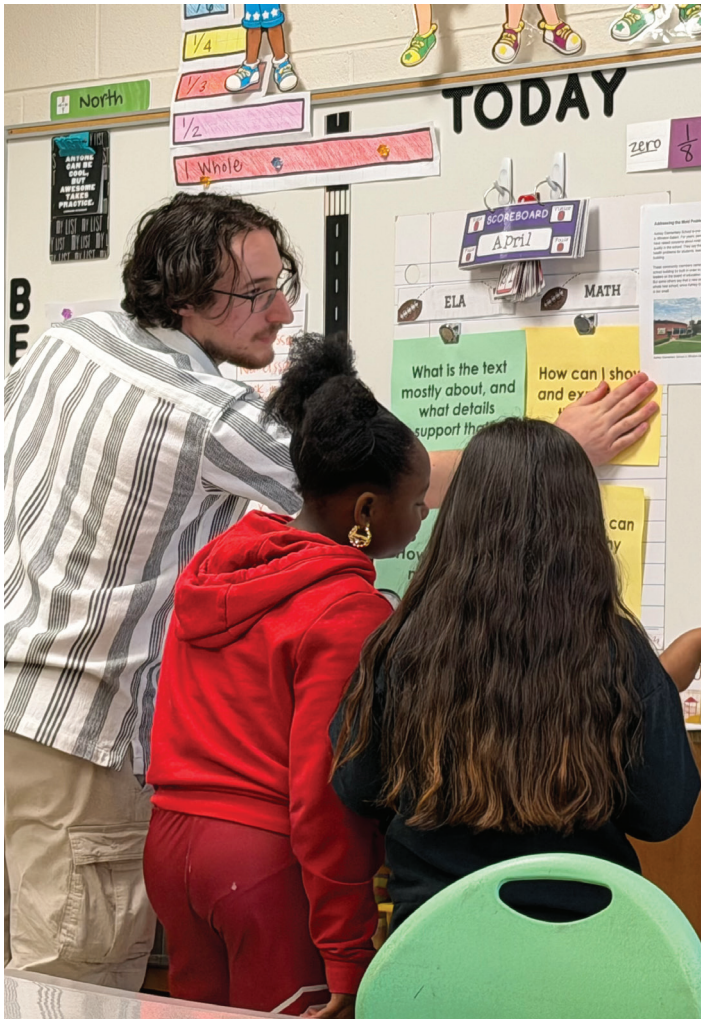
Over 15,134 cumulative student impact across 2023-2030



LEARNING BY DOING: THE POWER OF A YEAR-LONG TEACHING INTERNSHIP

"Winston-Salem TEACH is such a rich and supportive program that gives you insight into what being a teacher looks like. It feels like living your first teaching year with a practice round, preparing you for all the do's and dont's."

-First year teacher



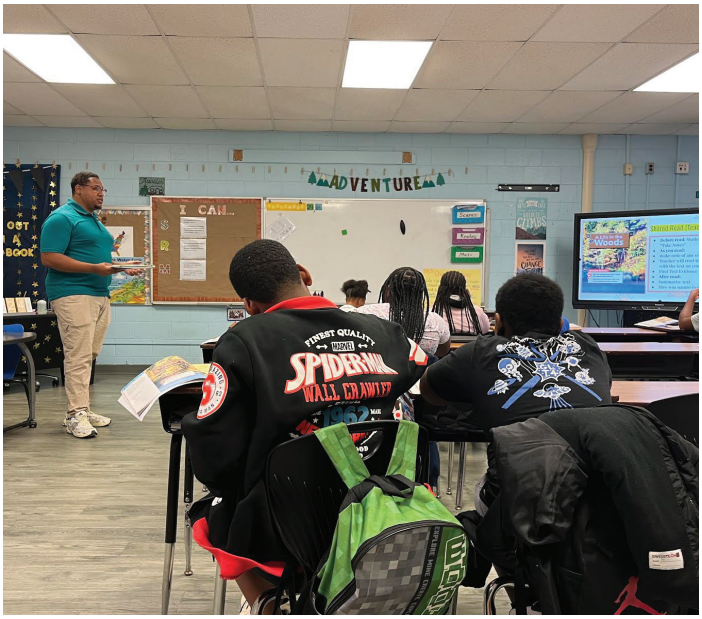


At the heart of Winston-Salem TEACH's preparation model is a year-long, intentionally scaffolded teaching internship that allows residents to develop the knowledge, skills, and confidence needed to become highly effective educators in high-need WS/FCS schools. Unlike traditional student-teaching experiences that often last just one semester, WS-TEACH residents spend an entire academic year embedded in a high-need WS/FCS partner school, learning alongside an accomplished veteran teacher while developing meaningful relationships with students, families, and the broader school community.

Our residents are paired with highly-effective veteran mentor teachers who have served in WS/FCS for many years and demonstrated a strong record of improving student learning and achievement. These experienced educators provide invaluable models of effective pedagogy, classroom management, differentiated instruction, and relationship-building, helping residents understand not only what excellent teaching looks like, but why particular instructional practices are effective.

The internship is deliberately structured to gradually increase residents' instructional responsibilities as their skills and confidence develop. Residents begin by observing their mentor teachers, building relationships with students, and supporting individual and small-group instruction. As the year progresses, they assume greater responsibility for planning lessons, delivering instruction, assessing student learning, and adapting their teaching to meet students' diverse needs. Through ongoing observation, individualized feedback, guided reflection, and opportunities to apply what they are learning in their graduate coursework, residents progressively develop the competencies needed to lead their own classrooms successfully.

Importantly, this year-long internship partnership benefits both aspiring and experienced teachers in high-need WS/FCS schools. Thanks to the generosity of our donors, WS-TEACH provides veteran mentor teachers with a supplementary annual stipend in recognition of the time, expertise, and commitment they invest in preparing the next generation of educators. This investment not only strengthens the quality of our residents' preparation but also recognizes and helps retain the continued service of highly skilled teachers in our highest-need schools, contributing to our broader goal of promoting teacher retention and longevity.



"Getting to observe my mentor teacher and discuss her instructional design with her over an extended period of time has been incredible, and has had the effect of focusing all the knowledge I have been exposed to in my coursework into real practice that helps me narrow down strategies that work best with the students I am serving this year."

-First year teacher


WINSTON - SALEM
TEACH
WINSTON-SALEM TEACH


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QUALITY IN THE CLASSROOM

At Winston-Salem TEACH, we believe that preparing exceptional teachers requires a rigorous academic foundation, meaningful classroom experience, and the same commitment to continuous learning and improvement that we expect of the educators we prepare. All WS-TEACH residents complete at least 14 months of graduate-level coursework leading to their initial teaching license, with residents pursuing elementary education completing an additional semester of advanced coursework to earn an advanced teaching license. This intensive academic preparation is integrated with a year-long teaching internship, allowing residents to apply research-based instructional practices in real classrooms while learning alongside highly effective veteran mentor teachers. As a research-based, data-informed program, WS-TEACH also collects extensive assessment and evaluation data through competency-based assessments, classroom observations, resident and mentor surveys, school leader evaluations, and longitudinal tracking of teacher retention and student impact.

These findings directly inform improvements to our coursework, professional development, coaching, and classroom experiences, ensuring that our preparation model continually evolves based on evidence of what works. Our data demonstrate meaningful growth in residents' teaching competencies throughout their preparation.

For example, Cohort 3 residents' average competency ratings increased from 1.80 in Fall 2025 to 2.62 by Mid-Spring 2026, representing a 46% improvement across the assessed competencies. Residents demonstrated growth in every competency sub-objective for which comparable data were available, with particularly strong gains in social-emotional learning practices, asset-based instruction, and assessment-informed teaching. These findings provide encouraging evidence that our combination of rigorous graduate coursework, sustained classroom experience, individualized mentorship, and continuous assessment is helping aspiring educators develop the knowledge and skills needed to succeed in high-need classrooms. By systematically measuring resident progress and using those findings to strengthen our approach, Winston-Salem TEACH is building more than a teacher preparation program. We are developing an evidence-informed model for preparing, supporting, and retaining excellent teachers in the schools that need them most.

> One of the strongest first-year teachers I have encountered."
>
> **-Principal, Reynolds High School**

Using Data to Strengthen Our Program and Our Impact

Winston-Salem TEACH is a research-based, data-informed program. We collect extensive assessment and research data to continuously improve our program and to demonstrate our impact on teachers, students, and schools.

PROGRAM ASSESSMENTS

Track resident growth and readiness to teach

CLASSROOM OBSERVATIONS

Measure instructional practice and student engagement

SURVEYS & FEEDBACK

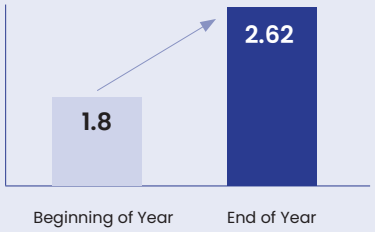
Gather insights from residents, mentor teachers, and school leaders

LONGITUDINAL RESEARCH

Examine teacher retention and student outcomes over time

Resident Instructional Effectiveness Increases Significantly

On a 4-point scale, residents' average instructional effectiveness rating increased from 1.8 at the beginning of the year to 2.62 at the end of the year.





TEACHERS OF PROMISE

Over the past two years, six Winston-Salem TEACH graduates have been nominated by their principals for the WS/FCS Teacher of PROMISE award, which recognizes outstanding first-year teachers who demonstrate exceptional promise in the classroom. Last year, Zyaira James (Diggs-Latham Elementary), Julia Junker (Old Town Elementary), and Haleigh Horne (Diggs-Latham Elementary) received nominations, with Zyaira going on to win the district-wide award.

This year, we were thrilled to celebrate three more nominees: Mikayah Parsons (Reynolds High School), Kyla Dove (Moore Elementary), and Alex Strait (East Forsyth High School). Kristin Henderson was also named Rookie Teacher of the Year at Hall-Woodward Elementary. These recognitions mean so much to us because they come directly from the school leaders who work with our teachers every day and reflect the quality of educators Winston-Salem TEACH is preparing for our community's highest-need schools.



Mikayah Parsons
R.J. Reynolds High School



Kyla Dove
Moore Elementary



Alex Strait
East Forsyth High School



Prepared to Teach.
Supported to Succeed & Stay.

"Without the Winston-Salem TEACH community to lean on I might have quit."

-Second year teacher

Winston-Salem TEACH's commitment to developing exceptional educators does not end when residents complete their Master's coursework. Through our unique Beginning Teacher Coaching Initiative, led by Dr. Cheryl Frazier, former principal of Bolton Elementary School, graduates receive individualized coaching and ongoing professional support as they navigate the challenges of their first years in the classroom. With a 96% teacher retention rate, WS-TEACH is demonstrating the promise of investing not only in teacher preparation, but also in helping educators remain in the profession.

School leaders have also recognized the quality of our graduates, rating their overall effectiveness an average of 4.52 out of 5, including 4.83 out of 5 for creating inclusive classroom environments. Moreover, 100% of school leaders surveyed rated WS-TEACH teachers more highly than other first-year teachers in instructional preparedness, relationships with students and families, and emerging leadership. Together, these outcomes reinforce the value of our comprehensive approach: rigorous graduate preparation, year-long classroom internships, experienced mentorship, and continued coaching. For our donors, this means an investment in WS-TEACH is not simply an investment in preparing new teachers—it is an investment in retaining talented educators and building lasting instructional capacity in Winston-Salem's highest-need schools.

100%

of School Principals rated Ws-TEACH teachers more highly than other first-year teachers in preparation, relationships, and emerging leadership.

96%

Teacher Retention



"The Winston-Salem TEACH leadership really cares about us. Knowing that in the future when things ramp up and school gets difficult, or teaching is hard, even after the program ends, I'll have people in Winston-Salem to reach out to. I know that they'll be there to help me."

-Second year teacher

LEADERSHIP WINSTON-SALEM DAY

Bringing **Community Leaders** into Our Classrooms

This year, Winston-Salem TEACH was proud to collaborate with Leadership Winston-Salem to bring 32 community leaders representing 15 different professional sectors into our partner schools for a firsthand look at the remarkable work happening in our classrooms. During Leadership Winston-Salem TEACH Day, participants toured their assigned schools, met with principals to learn about the strengths and challenges of their school communities, and observed a Winston-Salem TEACH teacher in action. The experience offered a meaningful opportunity for leaders from across our city to see the dedication, relationships, and exceptional teaching that are making a difference for students in some of Winston-Salem's highest-need schools.

Leadership Winston-Salem TEACH Day was also an opportunity to strengthen the connection between our public schools and the broader Winston-Salem community. By stepping inside classrooms, meeting the educators who serve our children, and seeing firsthand the important work taking place each day, participants gained a deeper appreciation for the vital role teachers play in shaping our city's future. Our hope is that these experiences inspire greater community investment in public education and a shared commitment to ensuring that every child in Winston-Salem has access to an excellent teacher. We are deeply grateful to Leadership Winston-Salem for helping us bring our community together around the schools, teachers, and children who are at the heart of our mission.







The 336 Challenge
Invest in a Teacher & Impact Generations

Every child deserves to have an excellent teacher. Help us provide thousands of children with that gift.

Join one of our Giving Societies:

Founders' Club
$20,000+

Legacy Society
$10,000-$19,999

Twin City Society
$5,000-$9,999

Community Champion
$2,499-$4,999

Honor Roll Circle
$1,970-$2,499

Community Patron
$336-$1,1969

Friends of Winston-Salem TEACH
$336-Below

*If you are interested in creating a named scholarship in honor of your family or a loved one, please reach out to Dr. Kate Allman at kateallman@winstonsalemteach.com

Through Winston-Salem TEACH's Business- and Family-Sponsored Scholarships, you can also honor someone special, celebrate your family's legacy, or demonstrate your business's commitment to our community by helping an aspiring teacher bring that same life-changing encouragement to children in Winston-Salem's highest-need schools.

To learn more, contact Dr. Kate Allman, Executive Director, at kateallman@winstonsalemteach.com.

"This program has been the best decision I have made."

-Second year teacher

"I enjoy the feeling of being on a team with a shared purpose of serving Winston-Salem."

-Second year teacher

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