

**ACTION SUMMARY SHEET  
STATE BOARD OF EDUCATION**

**DATE:** April 25, 2013

**ISSUE:** Approval of Agenda

**BACKGROUND:**

**SUGGESTED MOTION/RECOMMENDATION:**

To approve the Agenda for the April 25, 2013 State Board of Education teleconference meeting

**SUPPORTING INFORMATION ATTACHED:**

- Agenda

**PREPARED BY:** *Chelsie Bailey*  
Chelsie Bailey, Executive Assistant

**APPROVED BY:** \_\_\_\_\_

**ACTION TAKEN BY STATE BOARD:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**COMMENTS:**

# Wyoming State Board of Education Agenda

The Wyoming State Board of Education will empower an educational system that will enable Wyoming students to have the knowledge, skills, and habits of mind to succeed.

April 25, 2013 11:30 a.m. to 12:30 p.m. Teleconference		
11:30 am to 11:40 am	State Board of Education <ul style="list-style-type: none"> <li>• Call to order</li> </ul>	
	<ul style="list-style-type: none"> <li>• Approval of agenda</li> </ul>	Tab A
	<ul style="list-style-type: none"> <li>• Minutes April 8, 2013</li> </ul>	Tab B
	<ul style="list-style-type: none"> <li>• Flight Invoice for March 2013 Meeting- Pete Gosar</li> </ul>	Tab C
11:40 am to 12:20 pm	Action Items: <ul style="list-style-type: none"> <li>• Finalize Director Profile- Ray &amp; Associates</li> <li>• Interview Dates &amp; Protocols for Interviews- Ray &amp; Associates</li> </ul>	Tab D
12:20 pm to 12:30 pm	Other issues, concerns and discussion	
12:30 pm	Adjournment	

**ACTION SUMMARY SHEET  
STATE BOARD OF EDUCATION**

**DATE:** April 25, 2013

**ISSUE:** Approval of Minutes

**BACKGROUND:**

**SUGGESTED MOTION/RECOMMENDATION:**

To approve the minutes from the State Board of Education meeting on April 8, 2013

**SUPPORTING INFORMATION ATTACHED:**

- Minutes of April 8, 2013

**PREPARED BY:** *Chelsie Bailey*  
Chelsie Bailey, Executive Assistant

**ACTION TAKEN BY STATE BOARD:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**COMMENTS:**

WYOMING STATE BOARD OF EDUCATION  
April 8, 2013  
Teleconference/WEN Video

Wyoming State Board of Education members present:, Ron Micheli, Pete Gosar, Belenda Willson, Cindy Hill, Kathy Coon, Sue Belish, Walt Wilcox, Ken Rathbun, and Jim Rose

Members Absent: Scotty Ratliff, Hugh Hageman, Lori Millin, & Joe Reichardt

Also present: Paige Fenton Hughes, SBE Coordinator; Chelsie Bailey, WDE; John Masters, Office of the Superintendent; and Mackenzie Williams, Attorney General's Office (AG)

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#### CALL TO ORDER

Chairman Ron Micheli called the meeting to order at 4:40 p.m.

Chelsie Bailey conducted roll call and established that a quorum was present.

#### APPROVAL OF MINUTES

Minutes from the March 12, 2013, State Board of Education meeting were presented for approval.

Pete Gosar moved that the minutes be approved; seconded by Kathy Coon

Cindy Hill suggested the minutes be amended, no motion was made.

The motion to approve the minutes carried.

#### UPDATE ON ACCOUNTABILITY

Paige Fenton Hughes, SBE Coordinator, provided an update to the Board and reviewed the memo provided in the Board packet.

Mary Kay, Dave Nelson and Paige met to review the task that came out of the 2013 legislative session. It was determined the WDE would take the lead on the administrative side while the Board would be responsible for more of the policy side.

Jim Rose and Cindy left the meeting at 4:58 p.m.

## PRESENTATION FROM RAY & ASSOCIATES

Gary Ray from Ray & Associates presented to the Board the timeline, survey, position application, and a list of recommended advertising. The Board provided input.

Walt Wilcox moved that the Board explore the use of WEN/Skype platform for the stakeholder feedback forums, seconded by Ken Rathbun.

Belenda Willson requested that the Board offer two different dates for the public forums.

Walt Wilcox amended his motion to include that the Board would hold two different stakeholder feedback forums, seconded by Ken Rathbun; the motion carried.

Gary Ray requested that the Board look at their calendars and block off a dates for upcoming tasks presented in the timeline.

Sue Belish moved that the Board hold a special meeting on May 29, 2013, in Cheyenne at 8:30 a.m. to review the semi-finalists selected for the Director position, seconded by Walt Wilcox; the motion carried.

Ron Micheli requested the Board hold a teleconference on April 25, 2013, at 11:30 a.m. to finalize the director profile for the promotional flyer with Ray & Associates.

Gary Ray is going to work with Mary Kay Hill from the Governor's Office to establish a salary for the position.

Gary Ray requested that the Board members reserve May 31, 2013, and June 1, 2013, on their calendars as possible interview dates.

The State Board of Education adjourned at 6:00 p.m.

The next State Board of Education meeting will be a teleconference on April 25, 2013.

**ACTION SUMMARY SHEET  
STATE BOARD OF EDUCATION**

**DATE: April 25, 2013**

**ISSUE: Flight Invoice for March 2013 Meeting**

**BACKGROUND:**

**SUGGESTED MOTION(s)/RECOMMENDATION(s):**

I move that the State Board of Education approve payment on the flight invoice for the March meeting in Rock Springs for the sum of \$3,000.00

**SUPPORTING INFORMATION ATTACHED:**

- Flight Summary

**PREPARED BY:** *Chelsie Bailey*  
Chelsie Bailey, Executive Assistant

**APPROVED BY:** \_\_\_\_\_

**ACTION TAKEN BY STATE BOARD:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**COMMENTS:**



WYOMING DEPARTMENT OF TRANSPORTATION  
 5300 BISHOP BLVD.  
 CHEYENNE, WYOMING 82009-3340

INVOICE

Customer No: WY005  
 Invoice: 0000058395  
 Invoice Date: 4/17/2013

\*\*\* Payment is Due Upon Receipt of Invoice. Please Return One Copy with Payment \*\*\*

EDUCATION  
 HATHAWAY BUILDING, 2ND FLOOR  
 2300 CAPITOL AVENUE  
 CHEYENNE WY 82002  
 United States

For billing questions, please call: 307-777-4434

Line	Description	Quantity	UOM	Unit Amt	Net Amount
1	03/10/13 FLIGHT	1.00	EA	2,000.00	2,000.00
2	03/12/13 FLIGHT	1.00	EA	1,000.00	1,000.00
Subtotal:					3,000.00
<b>AMOUNT DUE</b>					<b>3,000.00 USD</b>

FLIGHT SERVICE FOR MARCH, 2013

BFY 2013  
 045 106 0901 106 Rev 5605

PLEASE REMIT PAYMENT TO:

WYDOT-FINANCIAL SERVICES  
 5300 BISHOP BLVD  
 CHEYENNE, WY 82009

Office Use Only						
AGY	BUDYR	FND	PGM	PROJ	ACCT	AMOUNT
045	13	106			5605	3,000.00

# WYDOT AERONAUTICS

58395

## Daily Trip Information Sheet

Flight Documentation

Date Printed: 3/11/2013

Page: 2

Total # of pages: 2

Trip	Log	Aircraft	No.
Date	No.	ID	Legs

03/10/13		N102WY	3
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### Summary of Charges By Passenger:

PASSENGER NAME	DEPT CHARGED	HOURS	DIST	TOTAL CHARGES
AIRCRAFT REPOSIT 005	005	0:36	193	750.00
BELISH, SUE	005	0:30	140	89.29
COON, KATHY	005	0:30	140	89.29
MILLIN, LORI	005	1:00	268	401.79
ROSE, JIM	005	1:00	268	401.76
RUTHBUN, KEN	005	0:30	140	89.29
WILCOX, WALT	005	0:30	140	89.29
WILLSON, BELENDIA	005	0:30	140	89.29

### Summary of Charges By Departments

DEPARTMENT	TOTAL CHARGES
005	2000.00

TOTAL CHARGE FOR THIS TRIP = \$ 2000.00



# WYDOT AERONAUTICS

## Daily Trip Information Sheet

Flight Documentation

Date Printed: 3/15/2013

Page: 3

Total # of pages: 3

Trip	Log	Aircraft	No.
Date	No.	ID	Legs

03/12/13		N102WY	9
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### Summary of Charges By Passenger:

<u>PASSENGER NAME</u>	<u>DEPT CHARGED</u>	<u>HOURS</u>	<u>DIST</u>	<u>TOTAL CHARGES</u>
AIRCRAFT REPOSIT 045	045	0:42	193	875.00
AIRCRAFT REPOSIT 081	081	0:18	62	375.00
BELISH, SUE	005	0:24	140	71.42
BYRNE,DENNIS	045	1:18	386	812.50
COON,KATHY	005	0:24	140	71.43
ESCAMILLA,TONY	081	1:30	421	1187.50
HAMILTON,MELVIN	081	0:54	293	437.50
MILLIN,LORI	005	0:48	268	321.43
ROSE, JIM	005	0:48	268	321.43
RUTHBUN,KEN	005	0:24	140	71.43
WANGLER,NICK	045	1:18	386	812.50
WEISBECK, JAMES	081	0:36	202	250.00
WILCOX,WALT	005	0:24	140	71.43
WILLSON,BELENDA	005	0:24	140	71.43

### Summary of Charges By Departments

<u>DEPARTMENT</u>	<u>TOTAL CHARGES</u>
005	1000.00
045	2500.00
081	2250.00

TOTAL CHARGE FOR THIS TRIP = \$ 5750.00

# WYDOT AERONAUTICS

## Daily Trip Information Sheet

Flight Documentation

Date Printed: 3/15/2013

Page: 2

Total # of pages: 3

Trip Date	Log No.	Aircraft ID	No. Legs
03/12/13		N102WY	9

**LEG 6** FROM: ROCK SPRINGS, WY (ROCK SPRIN 140 Nautical Miles  
 TO: CASPER, WY (NATRONA COUNTY ] Time = 0:24  
 Aircraft Charge Rate: 1250.00 /HR - PAX FLIGHT

Passenger	Department	Reason for Flight	Purpose	Class	\$ Charge	Charge To
BELISH, SUE	005		Business		71.42	005
COON, KATHY	005		Business		71.43	005
MILLIN, LORI	005		Business		71.43	005
ROSE, JIM	005		Business		71.43	005
RUTHBUN, KEN	005		Business		71.43	005
WILCOX, WALT	005		Business		71.43	005
WILLSON, BELEDA	005		Business		71.43	005

**LEG 7** FROM: CASPER, WY (NATRONA COUNTY ] 128 Nautical Miles  
 TO: CHEYENNE, WY (CHEYENNE RGN Time = 0:24  
 Aircraft Charge Rate: 1250.00 /HR - PAX FLIGHT

Passenger	Department	Reason for Flight	Purpose	Class	\$ Charge	Charge To
MILLIN, LORI	005		Business		250.00	005
ROSE, JIM	005		Business		250.00	005

**LEG 8** FROM: CHEYENNE, WY (CHEYENNE RGN 193 Nautical Miles  
 TO: ROCK SPRINGS, WY (ROCK SPRIN Time = 0:42  
 Aircraft Charge Rate: 1250.00 /HR - REPOSITION

Passenger	Department	Reason for Flight	Purpose	Class	\$ Charge	Charge To
AIRCRAFT REPOSIT 045	045	0070 7721(AERO ADM AIRSERV)	Business		875.00	045

**LEG 9** FROM: ROCK SPRINGS, WY (ROCK SPRIN 193 Nautical Miles  
 TO: CHEYENNE, WY (CHEYENNE RGN Time = 0:36  
 Aircraft Charge Rate: 1250.00 /HR - PAX FLIGHT

Passenger	Department	Reason for Flight	Purpose	Class	\$ Charge	Charge To
BYRNE, DENNIS	045	0070 7721(AERO ADM AIRSERV)	Business		375.00	045
WANGLER, NICK	045	0070 7721(AERO ADM AIRSERV)	Business		375.00	045

Notes :

Requestor or Department Responsible for Flight \_\_\_\_\_

Company/Individual Visited \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**ACTION SUMMARY SHEET  
STATE BOARD OF EDUCATION**

**DATE: April 25, 2013**

**ISSUE: Finalizing Director Profile & Interview Dates and Protocols**

**BACKGROUND:**

**SUGGESTED MOTION(s)/RECOMMENDATION(s):**

- I move that the State Board of Education approve the Director profile and flyer presented by Ray & Associates.
  
- I move that the State Board of Education hold interviews on \_\_\_\_\_ and \_\_\_\_\_, 2013.

**SUPPORTING INFORMATION ATTACHED:**

**PREPARED BY:** *Chelsie Bailey*  
Chelsie Bailey, Executive Assistant

**APPROVED BY:** \_\_\_\_\_

**ACTION TAKEN BY STATE BOARD:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**COMMENTS:**

## Wyoming State Board of Education

### Seeks a **DIRECTOR OF THE DEPARTMENT OF EDUCATION WHO ...**

- ✦ Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance.
- ✦ Is able to work with legislators on key topics and can lead a complex organization throughout the legislative process.
- ✦ Is a strong communicator; speaking, listening and writing.
- ✦ Is able to delegate authority appropriately while maintaining accountability.
- ✦ Possesses excellent people skills, presents a positive image of the state and will listen to input and make a decision when necessary.
- ✦ Has the ability to develop and communicate a vision coupled with the ability to lead a large complex organization dedicated to goals of continuous improvement.
- ✦ Is able to build consensus and commitment among individuals and groups with emphasis on stakeholder involvement.
- ✦ Is strongly committed to a “student first” philosophy in all decisions.
- ✦ Makes recommendations and decisions that are data-driven.
- ✦ Has successful experience in sound fiscal practices and management of state resources, including appropriate participation of others in planning and decision-making.
- ✦ Possesses the ability on a statewide basis to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- ✦ Is comfortable leading innovation and reform efforts.

**Application deadline: May 15, 2013**

Check us out at:  
<http://edu.wyoming.gov/>



### **OUR VISION:**

Wyoming State Board of Education will empower an educational system that will enable Wyoming students to have the knowledge, skills, and habits of mind to succeed.



### **OUR MISSION:**

Wyoming State Board of Education will set policy that will create educational systems in Wyoming that cultivate a mind for a student who will live in a world where rapid change will be the norm and the ability to adapt will be critical.

### **ABOUT US:**

The Wyoming Department of Education is located in Cheyenne, Wyoming with an additional office in Riverton, Wyoming. Cheyenne is a city of 60,000 located a little over an hour north of Denver, Colorado. Cheyenne is the capital of Wyoming and is home to the Cheyenne Frontier Days, the largest outdoor rodeo in the world. In addition to the abundant outdoor activities available in and around Cheyenne, there are also numerous theater productions and performances by the Cheyenne Symphony Orchestra. Laramie County Community College is located in Cheyenne, and the University of Wyoming is a short drive.

The department employs approximately 160 dedicated professionals who serve 48 schools districts (348 schools) and nearly 90,000 students across the state.



## SALARY AND BENEFITS:

The salary will be in the range of \$190,000 to \$220,000 plus an excellent state benefits package. The final salary for the successful candidate will be negotiated and determined based upon proven experience, qualifications and meeting State Board of Education criteria.

Traditional and non-traditional candidates are encouraged to apply.

## DEADLINE AND SELECTION:

All materials submitted as part of the application will remain confidential to the extent allowed by law, which includes board review in a closed session. After all applications have been reviewed and preliminary interviews have been conducted by the consulting firm, the names of the semifinalists along with all application materials will be presented to the State Board of Education for its consideration. The State Board of Education will present the top three (3) names of qualified candidates to the Governor who will select the next State Director of the Wyoming Department of Education.

Persons wishing to be considered for the position should submit an application file online including:

- ✦ A letter of application stating personal qualifications, experiences and reasons for interest in the position.
- ✦ The online application form and a current resume.
- ✦ 4 current letters of recommendation.

Apply online at:  
[www.rayassoc.com](http://www.rayassoc.com)

A letter of application and all other supporting materials must be received by Ray and Associates, Inc. by **May 15, 2013.**

Questions should be directed to:  
Ray & Associates, Inc.  
4403 First Avenue SE, Suite 407  
Cedar Rapids, IA 52402  
Phone: 319-393-3115  
Fax: 319-393-4931  
[glr@rayassoc.com](mailto:glr@rayassoc.com)

*Please do not contact the Wyoming Department of Education or the State Board of Education directly.*



**WYOMING**  
DEPARTMENT OF EDUCATION



## Wyoming State Board of Education Strategic Plan:

### Goals:

1. Develop effective and efficient internal policy processes.
2. Develop and implement a plan to systematically engage the Wyoming Department of Education, school districts, and the Joint Education Committee, among others.
3. Support continued improvement in school districts, including in student achievement and growth, educator evaluations, school improvement plans, and accreditation among other areas.

### Duties:

1. Set education policy to realize the Wyoming State Board of Education's vision.
2. Foster relationships between the Wyoming State Board of Education, Wyoming Department of Education, the State Legislator, and school districts.
3. Support continuous improvement.
4. Advocate on behalf of students, educators, and citizens.



# **Wyoming State Board of Education**

## **Additional Comments**

### **Community/Staff/Board Survey**

**April 25, 2013**

*Prepared and Presented  
By*

  
*Ray and Associates, Inc.*

***Cedar Rapids, IA***

**Q2. This survey will be available until 8 a.m. MST on Monday, April 22, 2013.**

**INSTRUCTIONS: Please read each of the following 33 qualities and mark 10 characteristics you believe are most important to your organization in the selection of a candidate. You do not need to prioritize your selection...**

1	Is he/she has knowledge about Native American Culture and the way of life. To increase the scores in AYP and Graduation rates among Native Americans.	Apr 23, 2013 4:44 PM
2	It is important that this person have knowledge of best practice and research with regards to classroom instruction.	Apr 22, 2013 12:31 PM
3	The candidate must have a clear understanding of the state as a whole, its traditions, history, and efforts to meet the needs of students no matter city size. The candidate must understand that customer requirements come from the legislature. Providing a "new" vision is not what we need. We need a candidate who knows her/his role is to carry out customer requirements and to assist districts in doing the same.	Apr 21, 2013 3:35 PM
4	Recognizes the importance of early childhood education. Cares about ALL kids and emphasizes the importance of student success to district leadership, regardless of a student's socio-economic status, racial or ethnic origin, disability status, size of school district, etc. . Doesn't make change for change's sake. Looks at what is currently in place and keeps what's working.	Apr 19, 2013 5:15 PM
5	Has experience in the educational field with the ability to make decisions for educators with reality in mind.	Apr 19, 2013 12:54 PM
6	Committed to the success of all students enrolled in the public school system regardless of their geographic location or individual abilities or disabilities. Committed to supporting and building systems that address the needs of the "whole child".	Apr 18, 2013 4:59 PM
7	Someone who believes in teachers/educators and values their opinion.	Apr 18, 2013 12:40 PM
8	I feel that the Director needs to be strong in the area of leadership. If a district has not met certain testing requirements then the Director needs to be strong in finding out why and place people in the district to ensure compliance. I also feel that the State needs to be involved in "Out of the Box" programming within districts that are showing positive movements to graduation rates and juvenile justice. I feel that there needs to be district managers that can work with the jails, treatment centers, and student courts to promote the positive outcomes of the students. It takes a village to raise a child and I hope that the new Director will take this village and make it grow and give the world great students and leaders.	Apr 18, 2013 10:23 AM
9	I believe we need someone who is PASSIONATE about giving our students the opportunity for the best education possible in Wyoming. That involves asking for input by various stakeholders, and really listening to ideas and concerns within districts, especially those coming from the people who work directly with students every day. He/she should value transparency for the director's office, making sure the people of Wyoming know what is happening in our educational system, and even BE SEEN in each district now and then. This person should value fairness and equitability when making decisions about districts, and even individual schools, if it comes to that. I hope you can find someone who understands Wyoming's unique culture, and can work within that for ALL	Apr 18, 2013 10:07 AM

**Q2. This survey will be available until 8 a.m. MST on Monday, April 22, 2013.**

**INSTRUCTIONS: Please read each of the following 33 qualities and mark 10 characteristics you believe are most important to your organization in the selection of a candidate. You do not need to prioritize your selection...**

students. I also hope that you can find someone who will realize that there needs to be a SYSTEM that makes sense IN WYOMING - large and small schools, not just one or the other, and that what is being done in other places in the nation, especially in larger cities, may not necessarily work in WYOMING. We need someone who understands the value of COMMON CORE, but gives teachers the latitude to be creative in how the common core is taught...someone who can collaborate with districts and teachers rather than hammering them from the top down, as far as how things need to be done. Thank you for the chance to weigh in!

- |    |   |                       |
|----|---|-----------------------|
| 10 | Demonstrates an understanding that the students of today are not the students of yesterday and provides leadership to meet the challenges of this change. Recognizes that high stakes testing does not measure the 21st century skills and commits to supporting the development of relevant and effective assessment measures for these skills.  | Apr 17, 2013 3:06 PM  |
| 11 | Wyoming is a unique state in that we have mostly smaller rural schools. We need candidates to possess a strong ability to use common sense when it comes to the education of our children. We are a small enough state that our children should not be seen in black and white, as nothing but data. Also, the candidate should have an established track record of being able to bring strong personalities together for the common good. For instance, we are a small enough state that things like grade sheets and transcripts should contain the same information, now matter which school they come from, being respectful to grade level. For instance, a transcript from Cheyenne East High School should look the same and have the same information as a transcript from Tongue River High School.  | Apr 17, 2013 2:12 PM  |
| 12 | Integrate available private sector resources into school services, specifically with regard to mental health.   | Apr 17, 2013 2:05 PM  |
| 13 | We need to have a Director that is open-minded and abreast of the needs for our students. Too much time is spent on testing. Someone needs to see the "future" for math. reading, writing, study skills, and social skills. So much of school these days are driven by what the Feds want and we lose out on the individual needs of the students. I know that money is mandated from the Feds and it is necessary to do what is needed to obtain the money, but there are things that can be done district-wide with teachers and students that can benefit everyone. PE seems to be on the outs, but after-school programs can be scheduled with the help of parents and other people to help students obtain young, strong bodies. Both groups can certainly win....Math is another area that seems so 'tutor-driven'. Why can't students paint dog houses, rake leaves for older citizens, or have them walk to get groceries for the elderly? They could figure out prices, ares, etc., as well as get fresh air:) I hope we do not get another 'oldie, but goodie" that just tries to please....Innovation, free-thinking, and new ideas are a must. There are people out there like that. Please find a good one..The last Superintendent did try and she was "reprimanded" for not filling in all the data that was necessary for the Legislatures. If this is part of the problem, maybe the system is screw-ed up and the old way of doing things needs to change NOW.. | Apr 17, 2013 12:01 PM |



**Q2. This survey will be available until 8 a.m. MST on Monday, April 22, 2013.**

**INSTRUCTIONS: Please read each of the following 33 qualities and mark 10 characteristics you believe are most important to your organization in the selection of a candidate. You do not need to prioritize your selection...**

14	An awareness of timelines and the ability to know when to abandon ideas or practices that are not providing the best opportunity for students and staff in the state of Wyoming.	Apr 17, 2013 11:38 AM
15	I would also like the new director to be very aware of special education and the needs of students with disabilities.	Apr 17, 2013 11:07 AM
16	The candidate must be familiar with core curriculum, national guidelines, and state administrative and fiscal procedures and recognize the role of the local boards/staffs in improving student outcomes.	Apr 17, 2013 10:27 AM
17	Characteristic: Has the resolve and fortitude to oppose external pressures when they are not in the best interest of the agency's purpose & vision for students. Explanation: I believe the director will be met immediately with pressures from OSPI, ETS, Governor's office, and perhaps other agencies to submit to their requests. Many decisions from other agencies have been "suspended" which to me sounds like "we will wait till we get someone new, give them half the story, and then apply pressure to the new guy/gal till they cave to our demands/requests". (thanks for letting me share my bias)	Apr 17, 2013 9:54 AM
18	Is able to listen to all levels of the system (teachers, principals, community, lawmakers etc.) and cut through the BS to create systems that work best for kids not just lawmakers.	Apr 16, 2013 8:40 PM
19	Please take a good look at Interim Director Jim Rose for the position of Director for the Wyoming Department of Education. I believe he meets all the qualifications required for a true leader in this position. Primarily, his education background and management experience for the State of Wyoming. Also, the fact that he stepped into chaos and has been able to provide a functioning, stable work environment. With the stability he brings, decisions are being made and the work of the department is moving forward. I believe all the progress that has been made will be hampered if someone new comes into this position as more adjustments to management styles will be required.	Apr 16, 2013 2:39 PM
20	The WDE is in dire need of a capable leader who is focused on successful execution of the roles and responsibilities of the agency and who can lead us in developing viable systems to fulfill our duties. I have worked at the WDE for a year and am continually surprised by the archaic, and in some cases total lack, of systems and processes that one would expect would have been developed decades ago. I believe there is a need to hire someone who understands the importance of solid project management, who is able to focus on the statutory requirements we are responsible for and who is aware of the technology and management practices that can facilitate efficient and effective operations.	Apr 16, 2013 11:57 AM
21	No common core! Wise use of funds and accountability at all levels, ie if the schools get lump sums of money, track how it gets spent! Directors should be accountable for how money is used.	Apr 16, 2013 11:46 AM
22	I would like someone who isn't always in the news in a negative way.	Apr 15, 2013 11:23 PM

**Q2. This survey will be available until 8 a.m. MST on Monday, April 22, 2013.**

**INSTRUCTIONS: Please read each of the following 33 qualities and mark 10 characteristics you believe are most important to your organization in the selection of a candidate. You do not need to prioritize your selection...**

23	Individual districts need to be heard by this person. We may have testing issues in one county that we do not have with another, for example. We are finding that our testing is costing an awful lot of money, and the payback is not good. What is wrong with NWEA testing and local writing tests or going back to SAT's? I have never gotten PAWS back in a way I could use for better instruction.	Apr 15, 2013 1:06 PM
24	Thank you for requesting our input. As the Vice-President of the Wyoming Association of Educational Support Staff, the decisions that are made at the state level greatly affect those of us in the trenches each and every day. It would be a breath of fresh air if we were asked to come to the table with our ideas and concerns.	Apr 15, 2013 11:04 AM
25	I would like to see a candidate who is unafraid to take on the national view when it is shown to be leading education down the wrong track. Specifically, the NCLB act is a poor method of attempting to improve student performance. More local control and less cookie-cutter programs are needed in order to further student achievement. My district is not inclined to listen to those in the classroom who have the experience and education needed to further student achievement. Instead, I am fed a diet of "professional development" from a group that has at best an Amway method of selling a bill of goods to the state, indeed, the nation. Standard based report cards and classroom methods pushed by Solutions Tree and the affiliated groups is not a solution at all. Thus, I would like to see a fresh view of education from the director. One that enforces learning at the grade level at which the student is capable and not push unqualified students up the chain simply to maintain contact with the students' peers.	Apr 15, 2013 10:45 AM
26	I believe that any candidate that is considered should be on board with moving forward with "Smarter Balance" testing. This assessment will benefit our students because it will help teachers across the state to align our best practices to meet students needs so that all students can be successful. I also think this assessment can and will replace many other assessments which will minimize testing for our students. The test will also be norm referenced so we will get a more accurate picture of what is happening across the state with education. As teachers we will also be able to compare the results because the test and testing conditions will not change every year as they have with PAWS. Being on board with "Smarter Balance" will also mean that the candidate also realizes the importance of the implementation of the Common Core. Without a strong implementation of the Common Core I am worried that our students will not be able to compete with other students from other states. The state needs to invest money into this implementation, as other states have, and develop some strong professional development to help teachers help students be ready for what is ahead. We need somebody who is level headed and makes decisions based on facts and not emotions. We need somebody who is not afraid to ask experts when he or she is unsure of the "best answer" to a problem. We need somebody who will unify the education system and not tear it down and send all districts on their own path.	Apr 15, 2013 10:35 AM
27	I am an employee of the Wyoming Department of Education. I would like to strongly recommend our current interim director (Dr. Jim Rose) for consideration of this appointment. Dr. Rose has shown very strong leadership skills in the few	Apr 15, 2013 9:22 AM

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weeks that he has been serving at the helm of the WDE. He has calmly and deliberately taken the necessary steps to ensure the important work of the WDE is back on track, without unnecessary disruption or distraction. He has excellent communication skills and treats all education stakeholders with respect and the utmost professionalism. Dr. Rose has a very strong understanding of the collaboration and strong relationships that are necessary with the State Board of Education, the Wyoming Legislature, the school districts, and all the other interested parties at the state and federal levels that have a genuine interest in the success of education in our state. He is a true visionary that believes will all of us pulling together in the same direction we can achieve great things for education in our state. He has the skills to motivate employees to give 100% effort. Dr. Rose has hit the ground running and already has a well developed understanding of our WDE programs. He is currently working hard to make improvements in our department. He is an excellent candidate for this position. Thank you

28	I think it is critical for the new director to be someone who is able to work collaboratively across agencies in order to best meet the needs of our Wyoming students and district staff members.	Apr 15, 2013 1:52 AM
29	We need someone who has the education credentials, a great communicator with ALL public school stakeholders, a top notch listener....really listens, VISIBLE in his districts, extremely passionate about his job and caring for the whole child, not just sports, but their mental health as well!! One that is not concerned about leaving HIS legacy, but making WYOMING schools better for ALL CHILDREN!! Will forcefully address the inequity in some of the school in the state NOT perpetuate it by the organization!! We all need to be on the same page in this state so we can work cooperatively instead of competitively and then everyone will be meeting AYP with all the intelligent people across the state putting all the brains and resources together!!! I find it appalling that we have WYOMING schools that don't make AYP!!!	Apr 14, 2013 10:30 PM
30	must have experience working with students with disabilities and the challenges to inclusion	Apr 14, 2013 6:34 PM
31	Although Wyoming has relatively small numbers of ethnic groups one of the largest groups are those children living in poverty, regardless of ethnicity. This person must recognize all that comes with high poverty schools and truly try to address the needs of these students. From the medical needs to counseling we must build an educational system that utilizes all support staff to help kids in poverty be successful.	Apr 14, 2013 4:57 PM
32	This person needs to be able to eliminate the stacks of bureaucratic paperwork and other garbage that is not only wasting time, but is sucking the life out of our teachers. On #23, the key word is RELEVANT!	Apr 14, 2013 3:23 PM
33	The state superintendent must be honest and accepting of constructive criticism, and able to admit mistakes to all involved. Before decisions are made, listen to all stakeholders and seriously research the options presented. He or she must be willing to put themselves into the positions of those involved in proposed	Apr 14, 2013 2:53 PM

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changes. If you are willing to walk the talk and realized the complications that may be involved you can be a great leader.

34	Dr. Jim Rose is not only doing a very good job but in my mind would be a very good candidate for this job. I hope you will consider him and I hope he will consider the position.	Apr 14, 2013 9:34 AM
35	Good luck. It's a hard road ahead. As a board member, I think the challenges of impeneting the 16:1 classroom is hard for all of us without the classroom space. Implementing the CCSS needs help from the top for professional development; does our district really have to re-invent the wheel for who is good/not good.	Apr 14, 2013 9:18 AM
36	Trustworthy, organized, presents a clear picture of expectations, fair	Apr 13, 2013 9:31 AM
37	I would recommend that Dr. Jim Rose be recommended for employment. He has done an excellent job as the interm director and trust him in making decisions.	Apr 12, 2013 3:37 PM
38	Promotes a flat organizational structure for the department where employees have more autonomy.	Apr 12, 2013 2:12 PM
39	Dr. Rose's short time with the WDE has been well received. I would encourage Dr. Rose to be nominated for the permanent Director position with the WDE.	Apr 12, 2013 12:19 PM
40	I would like to see a Director who is willing to listen to the staff at the WDE, and who is willing to work with Unit Directors to correct monetary discrepancies between employees doing the same level work, but for significantly less pay than others. One thing that the Superintendent Hill did, that can be verified by the payroll reports, was pay her "Administrative Team" excessively high salaries (even much higher than her own salary), I believe this was to keep them under her control and willing to do whatever she asked. At the same time, the work that needed done was extensive and much of that work was delegated by her and her "Administrative Team" to employees in lower classifications who were, and still are, getting paid a much lower salary, but are doing the majority of the work. I think it would be of great benefit to the WDE to have a desk audits completed by A&I on all WDE positions. I am absolutely certain many of the positions within the agency are not correctly classified due to Superintendent Hill's actions and delegation of duties.	Apr 12, 2013 11:13 AM
41	Please clone Jim Rose.	Apr 12, 2013 10:08 AM
42	Other characteristics; Humble Sense of humor Caring attitude, sense of excitement about position.	Apr 12, 2013 9:52 AM
43	Be careful of the candidate who is simply looking for the 'stepping-stone' to their next job. Focus upon the candidate who has proven they want to make a long-term difference where ever they have been. Too often past success in employment that shows up on paper has been earned through short-term gutting of a 'business' without regard to the long-term health of the organization. Watch out for the person who's ego is grabbing for titles but not for substance. Also, loss too quickly of Directors will hurt the department in the long run. That is one	Apr 12, 2013 9:50 AM

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of WDE's problems right now... the loss of 'institutional knowledge', if not planned for and managed, will erode quality and ultimately degrade effectiveness. I would want someone who I felt was going to be committed to WDE as evidenced by experience showing prior long-term commitment to previous employers. Ask each applicant how long they are willing, or planning to, work in the position and expand the probing from there.

44	It is my belief that the Director position should be fully related toward educational leadership rather than departmental management. Management of the department should be delegated to and "office manager" that is responsible for the day to day operations of the department and preparation of work, data, assessment, etc. The Director should have sound capabilities to be persuasive, collaborative, publicly available and to work with the office manager to gather and hire the best personnel possible. Finally, the Director should be fully capable in the area of creating positive relationships with districts and district personnel to include district level expertise in developing collaborative opportunities for determining how to proceed with the large educational tasks that face education now and in the future. The same capability will be necessary for the Director and in regard to a sound relationship with the legislature; essentially, the capabilities of the Director should result in educational leadership that actually creates the primary resource that the legislative bodies will turn to for quality ideas and action plans to further the cause of effective K-12 education for all of the students throughout the state that is oriented to the general outcomes needed for a 21st Century education. So, you are looking for God on a good day. That's what we need.	Apr 12, 2013 9:03 AM
45	I would like for the new director to possess the same skills Dr Rose has shown these past few months. We need communication, positive atmosphere and someone who is honest and open with everyone. I would like to recommend Dr Rose.	Apr 12, 2013 8:31 AM
46	Ability to listen and weigh the ideas/decisions of employees. Is a team player as well as a leader. Need an individual with people skills.	Apr 12, 2013 7:51 AM
47	Familiar with the challenges of resources and human capital and other issues pertinent to a state with "frontier status" like Wyoming. Strong integrity in gathering co-leaders, staffing gaps in his/her own capabilities rather than gathering a group of "yes men" for co-leaders.	Apr 11, 2013 10:23 PM
48	The Department of Education has gone through tremendous upheaval, an atmosphere of distrust and disrespect, scattered focus, unclear goals and continuous change in the last two years. Dr. Rose came into a very broken agency and has managed to bring calm, stability and focus. I would suggest he has the qualities needed to lead this agency to new levels of excellence. Please consider Dr. Rose for the permanent position of Director and help this agency heal.	Apr 11, 2013 6:06 PM
49	A "change agent" - someone who can change the culture within the department and the reputation of the department across the state and outside of the state A visible manager Respects processes and relationships inherent in education	Apr 11, 2013 5:38 PM

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system Treats WDE employees as "people first"

- |    |   |                      |
|----|---|----------------------|
| 50 | is willing to surround himself or herself with strong capable leaders, with ideas and knowledge that might vary from the director.  | Apr 11, 2013 5:31 PM |
| 51 | We need a leader who is going to get Wyoming students competitive with the world marketplace. Someone who is accountable for their actions and words and who can put us at the forefront based on current research.   | Apr 11, 2013 5:20 PM |
| 52 | Dr Jim Rose has the qualities this department needs. He is intelligent, knows the operations within the state and how the federal guidelines can benefit the students and the state as a whole. Dr Rose has a very strong sense of ethics which reflects on everyone else. Dr Rose is quick to see the priorities in the Department of Education and takes action. He values the work and progress made by the employees in the Department, while being attentive to the school districts needs, as well as the students in our institutional schools. Dr Rose is the Director the Department needs!  | Apr 11, 2013 5:09 PM |
| 53 | I believe that Dr. Rose would make a great permanent Director for the WDE. The staff have come to respect him and he has earned their trust. They have made great strides with the process of healing and moving forward. To bring in someone new, would be another huge adjustment and would only further delay the progress currently taking place.   | Apr 11, 2013 5:08 PM |
| 54 | In my opinion, the ideal candidate for this position would possess similar characteristics and traits to those of Dr. Jim Rose, our current interim director. Dr. Rose has been nothing but a God send since joining us. I feel like we have made huge strides since he joined us. If Dr. Rose applied for this position, I, personally, would hire him in a heartbeat.   | Apr 11, 2013 5:03 PM |
| 55 | It is extremely important to me that we have a leader who understands state processes and the requirements that the WDE has placed upon it by the federal government and state legislature. We also need someone who can provide our team with a mission, goals, and a positive work environment.   | Apr 11, 2013 4:56 PM |
| 56 | I think that is imperative that the new director have strong leadership skills, but also soft skills. People skills are essential to handle the diverse personalities and interactions with the WDE. It is my opinion that this position should try to find a candidate that is personable, is sincere in wanting to build employees capacity to help schools to build their capacity. I have been with this agency for over five years and have seen how much morale, professional development, and support contribute to making this agency one of quality and value, and believe that a solid candidate would take the time to see what is working for us, and what is not before making drastic changes. Additionally, it would be refreshing for this leader to understand and appreciate the importance of employees' individual strengths and weaknesses when making hierarchical leadership appointments, rather than rely on perceptions or fondness. In order for this agency to recover and succeed, we need a special kind of individual who is thoughtful, honest, and can cut through all of the perceptions to get down to the truth and make positive changes. The amount of turnover has been an | Apr 11, 2013 4:55 PM |

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insurmountable problem for the agency over the last two years; new employees and those of us who have survived have challenges on getting everyone on the same page once again. This problem is one that requires a bit of TLC and having good people skills and the ability to support staff will help to provide very exhausted remaining employees a burst of appreciation and renew seasoned staffs' energy to assist new staff in gaining their knowledge base quickly. The bottom line is that we need someone that will sincerely appreciate our efforts, understanding what actually occurs behind the scenes, provide us continuous improvement opportunities, be fair/equitable, and be able to lead/direct us into success so that our children also succeed. Lead by example.

57	Honest Demonstrates ability to make decisions compliant with governing rules, regulations and laws Promotes and contributes to a healthy workplace environment	Apr 11, 2013 4:49 PM
58	Whoever is selected for this position will inherit a broken system with high distrust on many levels. The successful candidate will need to possess humility, courage, and integrity, and the ability to navigate both first and second order change processes. I think it is more important for a leader to build a strong and qualified support team and structure than to posses all of the knowledge his or herself. As Andrew Carnegie said, " I wish to have as my epitaph: 'Here lies a man who was wise enough to bring into his service men that knew more than he.'"	Apr 11, 2013 4:43 PM
59	An individual that is ethical, follows appropriate protocol, empowers employees and does not micro manage. A candidate secure enough to delegate when needed. A person that understands the challenges of a large rural state with a small town feel. A person who takes things serious but not him/ her self too serious! A person that realizes it cannot be done alone and does not lead by "fear".	Apr 11, 2013 4:34 PM
60	Needs to be a people person and care about his/her employees as well as value their work for the department	Apr 11, 2013 4:29 PM
61	Has been in education for more than 20 years. We have too many people in agencies that are making educational decisions that have never been in the trenches or even in a classroom. The 20 years must be in PK-12. Public Schools- If teachers are going to follow and believe in you they need to know that you walked the walk. Great Evaluations from all the years of teaching or admin. A good educator will allow these to be transparent. Degrees are great but I would pick a 20 year employee any day or a PhD A true leader that listens and admits they do not know it all and communicates with staff. Not a Bully- We work to keep bullying out of the schools it also needs to be out of work place. Someone not from Wyoming, there are too many you get the job because of whom you know not because you are qualified. Also, Wyoming likes local control which is great but there is a big world out there that they do not like to play with. Someone from outside can bring a new light to Wyoming. Someone who understands that Education begins at birth to death and has great ideas how to involve parents. Someone whom has a backbone and will do what is right for children not their friend in office. Someone whom will take care of their WDE	Apr 11, 2013 4:25 PM



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employees- not just their friends.

62	Someone who is innovative and creative. An individual that wants to take our organization to the next level. Some one who understands his team, not just a "smart person" or "educationally qualified" a leader that can his team to the next level. A leader who can feel the pulse of the organization and adjust or address it accordingly.	Apr 11, 2013 4:17 PM
63	I don't believe that an advanced degree need be a requirement. I also don't care if the candidate was super successful at his previous job. I have never known or heard of a strong leader that didn't stumble a few times along the way. I believe that if a candidate has the ability to learn from his mistakes, future mistakes will be less likely and success more likely. I believe that the candidate must be aware of existing data but must also realize that data is often misleading and can be interpreted incorrectly. I believe the successful candidate must be willing to commit to a state wide assessment plan for a minimum of ten years so the data will mean something. In other words the candidate must be able to implement a fair educational measuring standard that will work and not change that standard regardless of outside influences. The candidate should preferably be a Wyoming native that already has a vested interest in Wyoming's education system.	Apr 11, 2013 2:58 PM
64	My preference is for a candidate from Wyoming or the surrounding region willing to make a long-term commitment to education in Wyoming. Long-term means no "job-jumpers" or others who want the position primarily to pad their resume before leaving again.	Apr 11, 2013 10:43 AM
65	Demonstrates leadership through respect for others, not through authority.	Apr 11, 2013 10:18 AM
66	Leaders need to have the confidence and trust of their staff. This will develop only if the leader is consistent and fair in his/her dealings with ALL staff members. Playing favorites, not backing up staff when needed, setting higher expectations for some staff but letting other areas "slide", etc., are definitely not going to build trust and will also produce a demoralized pool of employees. If an administrator does have a background in the military, or comes from a coaching background, etc. it is crucial that he/she not fall into the "good-ole-boy"/"this-is-a-private-club-for-a-select-few" mentality. If some staff members are not doing what they should - tell those staff members personally. Do NOT convene a staff meeting and berate all staff members for the behaviors and/or failures of those few.	Apr 11, 2013 10:11 AM
67	I still beleive the population of the State of Wyoming believes we live in a local control environment. The truth may be that this is gone. I think the ability to gradually let the population know the real aspects of the federal government and the state legislature have set local control at a lower level and how to place this out to the public is a factor of leadership and communication.	Apr 11, 2013 9:18 AM
68	This person should have a strong belief in vocational education and activities that build and enhance good citizens. This person should not be a believer in "one test score" or in an ever-changing test that measures things not taught in the curriculum. She/he should believe in the importance of local control and	Apr 11, 2013 9:06 AM



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involvement in schools and be able to lead and motivate and inform local leaders- not mandate from the top. If they are top-down folks, let them apply to DOD or BIA schools.

69	The WDE system of operating is broken and Cindy Hill is unilaterally at fault. It will take someone who understands how systems operate in order to re-build a new WDE. This person must be a visionary and able to build this vision through stakeholder input but ultimately be able to make and communicate this vision to ALL of Wyoming citizens. Wyoming teachers already know how to teach; Cindy Hill felt it was her responsibility to go into classrooms and schools and teach teachers how to teach. This was not her job; The Director must be a strong leader who can support WDE employees, make good hiring decisions, build a strong knowledgeable Senior Leadership Team, work collaboratively with the Governor, Legislators and Board in order to ensure EVERY Wyoming student is provided an excellent education. The outcomes are evident in student data and not just PAWS or ACT data; but other important data such as attendance, graduation rates, meeting IEP goals, etc. It is my sincere hope that this person comes from Wyoming. I know this person exists, I just hope he comes forward.	Apr 11, 2013 7:40 AM
70	Significant experience in the Rocky Mountain or Northwest areas but outside of Wyoming is important. Coming to the position with little "Wyoming baggage or Wyoming insider experience" would be helpful. We need a fresh perspective and leave the past behind. We need leadership, not managerial skills. We need a practical visionary - one who sees what Wyoming can become educationally with the skills to move the state in that direction.	Apr 10, 2013 8:38 PM
71	past experience in teaching and leading in educational setting able to work with the legislature to inform/guide/promote educational, student driven needs in the state	Apr 10, 2013 6:59 PM
72	Dr. Rose, Interim Director, has greatly impressed me. He exhibits many of the characteristics we need as the director. We need to search for candidates with many of his traits.	Apr 10, 2013 6:05 PM
73	We need an honest, competent, and forward thinking leader whose focus on education renewal efforts is driven by real world needs. We need someone who can step up and be the driving force behind increasing the number of our students who complete post-high school college and career readiness programs while using student achievement results from testing to assist with this focus in lieu of being the focus.	Apr 10, 2013 5:52 PM
74	To be aware that not all students or demographic of students is the same. That comparisons cannot be made between students within lets say Natrona County #1 and an Indian School would perform to the same degree. There are cultural and language differences that do not enable this to happen as history shows in Wyoming. Does this person have the background knowledge of improvement of Tribal relations and educational commitment for improvement in Indian schools?	Apr 10, 2013 5:23 PM
75	In order for the director to truly understand the effects of legislation and rules and regulations promulgated by the WDE, the director needs to have been a teacher,	Apr 10, 2013 5:00 PM

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a principal, and a superintendent. The new director needs to serve as an advocate for education and be willing to work with (lobby?) legislators to do what is best for the students of this state. The new director needs to be positive, upbeat, and have a high-level of energy.

- |    |  |                      |
|----|--|----------------------|
| 76 | It's my belief that it is incredibly important for the Director of the Department of Education to be knowledgeable in every aspect of education as well as be willing to hire people who will best represent each division in the department. A strong vision of the best practices in education is imperative to getting education in our state back on track.  | Apr 10, 2013 4:36 PM |
| 77 | The person should be our elected official, Cindy Hill.   | Apr 10, 2013 4:32 PM |
| 78 | Experience working with Federal mandates and the USDE is a definite plus.  | Apr 10, 2013 4:21 PM |
| 79 | Consider hiring someone who can assist in creating a clear vision-mission for the State Dept. of Education, and with the skill and talent to bring that vision to reality. We don't need a program expert, we have too many vendors in education trying to impose programs on schools. We need someone who will learn our issues, develop an improvement plan, and put the plan into action.<br>Thanks | Apr 10, 2013 4:00 PM |

## **Wyoming State Board of Education Seeks A Director Who...**

### **Recommend**

- ❖ Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance. (6)
- ❖ Is able to work with legislators on key topics and can lead a complex organization throughout the legislative process. (4)
- ❖ Is a strong communicator; speaking, listening and writing. (7)
- ❖ Is able to delegate authority appropriately while maintaining accountability. (13)
- ❖ Possesses excellent people skills, presents a positive image of the state and will listen to input and make a decision when necessary. (combine 1 and 15)
- ❖ Has the ability to develop and communicate a vision coupled with the ability to lead a large complex organization dedicated to goals of continuous improvement. ( combine 19 and 28)
- ❖ Is able to build consensus and commitment among individuals and groups with emphasis on stakeholder involvement. (11)
- ❖ Is strongly committed to a "student first" philosophy in all decisions. (17)
- ❖ Makes recommendations and decisions that are data-driven. (32)
- ❖ Has successful experience in sound fiscal practices and management of state resources, including appropriate participation of others in planning and decision-making. (combine 10 and 14)
- ❖ Possesses the ability on a statewide basis to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement. (30)
- ❖ Is comfortable leading innovation and reform efforts. (27)

# **Wyoming State Board of Education**

## **Thirty-Three Characteristics Report Explanation**

**April 25, 2013**

The attached report is a result of the survey conducted in the state of Wyoming that asked State Board members, employees and other constituents to select ten most desirable characteristics from the thirty-three listed in the survey instrument.

On the first page, you will note that all the groups are identified across the top of the sheet with an abbreviated definition of the thirty-three items listed vertically on the right side of the sheet. In each of the cells of the report there is a "raw" score of how many people actually chose the item and a "rank" which is depicted by a number from one to 33, except in the case of ties. For example, observing item number seventeen (17) which refers to "student first" in the first two columns (Local School District Board Member), fourteen (14) people chose the item and it ranked 1<sup>st</sup>. Another example toward the bottom of the page for number thirty-one (31) in the third two columns (Local School District Central Office Staff), zero (0) people chose the "demonstrated ability to work with the media" item, thus it ranked 27th.

On the second page, only the ranks are listed for comparison. This is done in order to control for the size of the group and to avail the State Board the opportunity to easily see what was important to each group. The data is reported in this manner so that no group overpowers another by sheer size. Each of the 33 items are totaled according to rank from left to right and those totals indicated in the column labeled "Total." These totals are then ranked and reported in the column labeled "Combined Ranking." Note that the lower the total, the higher the ranking.

In analyzing the results, the consultants look for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the State Board.

At the encouragement of the consultants, many survey respondents provided additional comments to the State Board which are presented as a part of this report.

# WYOMING STATE BOARD OF EDUCATION

## QUALITIES DESIRED IN THE DIRECTOR OF THE DEPARTMENT OF EDUCATION

**INSTRUCTIONS:** Please read each of the following 33 qualities and mark 10 characteristics you believe are most important to your organization in the selection of a candidate. You do not need to prioritize your selection; simply place a check mark next to the characteristics which you feel are most important. **Please select only 10.**

Survey Participant Name \_\_\_\_\_ Group \_\_\_\_\_  
(Optional) (Required)

### QUALITIES DESIRED

- 1. Is willing to listen to input, but is a decision maker.
- 2. Demonstrates ability to integrate instructional and administrative technology.
- 3. Possesses the leadership skills required to respond to the challenges presented by an ethnically and culturally diverse state.
- 4. Is able to work with legislators on key topics and can lead a complex organization throughout the legislative process.
- 5. Possesses an earned Ed.D. or Ph.D. degree.
- 6. Inspires trust, has high levels of self-confidence and optimism, and models high standards of integrity and personal performance.
- 7. Is a strong communicator; speaking, listening and writing.
- 8. Demonstrates commitment to visibility with high interest in a broad range of groups and organizations.
- 9. Is able to work cooperatively with the board and keeps members informed.
- 10. Has successful experience in sound management practices, including appropriate participation of others in planning and decision-making.
- 11. Is able to build consensus and commitment among individuals and groups with emphasis on stakeholder involvement.
- 12. Has experience working with employee representative groups/unions.
- 13. Is able to delegate authority appropriately while maintaining accountability.
- 14. Has experience in the management of state resources and knowledge of sound fiscal procedures.
- 15. Possesses excellent people skills and can present a positive image of the state.
- 16. Is a non-traditional or "hybrid candidate" with background in the military or business community in addition to an educational career.

(Continued on back)

Please return to consultant immediately following the meeting or fax/e-mail all THREE SIDES directly to Ray & Associates at 319-393-4931; [glr@rayassoc.com](mailto:glr@rayassoc.com) AS SOON AS POSSIBLE.

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Survey Participant \_\_\_\_\_

- 17. Is strongly committed to a "student first" philosophy in all decisions.
- 18. Is capable of developing and implementing both short and long-range goals.
- 19. Can develop and communicate a vision of quality education for the future.
- 20. Has experience in the selection and implementation of educational priorities consistent with the interests and needs of students, staff, board and state stakeholders.
- 21. Is committed to the importance of both statewide student academic and activity programs.
- 22. Promotes an environment for positive student demeanor conducive to student achievement/learning climate.
- 23. Provides leadership in the planning, implementation, and assessment of relevant professional development for all of the state educators.
- 24. Has demonstrated strong leadership skills in previous positions.
- 25. Is able to identify and select team members who are capable of advancing the state board of education vision.
- 26. Has successful experience in a comparable position.
- 27. Is comfortable leading innovation and reform efforts.
- 28. Is able to lead a large complex organization dedicated to goals of continuous improvement.
- 29. Has the ability to develop and maintain a mutually beneficial relationship between the business and the education communities.
- 30. Possesses the ability on a statewide basis to enhance student performance, especially in identifying and closing or narrowing the gaps in student achievement.
- 31. Demonstrates ability to work with the media.
- 32. Makes recommendations and decisions that are data-driven.
- 33. Has knowledge of emerging research and best practice in the area of finance, curriculum/instructional design and practice.



*Ray and Associates, Inc.*

*We will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.*

**Please return to consultant immediately following the meeting or fax/e-mail all THREE SIDES directly to Ray & Associates at 319-393-4931; [glr@rayassoc.com](mailto:glr@rayassoc.com) AS SOON AS POSSIBLE.**

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**WYOMING STATE BOARD OF EDUCATION**  
**DIRECTOR OF DEPARTMENT OF EDUCATION SEARCH PROCESS AND TIMELINE**

*Items highlighted in yellow indicate meeting with the consultant(s)*

DATE

DATE	
<b>Stage 1</b> Board Input & Preparation	<p><b><u>Wk of 4/01/13</u></b> Individual state board member and governor interviews.</p> <p><b><u>04/08/13</u></b> Consultant planning meeting with the state board (Google Hang-out). <i>(Time: 4:30 p.m. MST/5:30 p.m. CST)</i></p> <p><b><u>04/08/13</u></b> Begin preparing informative flyer and online application form with the department liaison representative(s).</p> <p><b><u>04/09/13</u></b> Advertise position and consultant to notify all associates and other professional contacts of vacancy.</p> <p><b><u>04/09/13</u></b> Identify and contact stakeholders for phone interviews (<u>Wk of 04/15/13</u>) and on-site open forums on <u>04/18-19/13</u>.</p>
<b>Stage 2</b> Profile Development & Process	<p><b><u>04/09/13</u></b> Online survey link, for input on developing the profile, available on department website from <u>04/09/13</u> to <u>04/22/13</u>.</p> <p><b><u>04/13-14/13</u></b> Recruitment at NSBA Conference in San Diego, California.</p> <p><b><u>Wk of 04/15/13</u></b> Conduct phone interviews with stakeholder group representatives identified by state board of education members.</p> <p><b><u>04/18-19/13</u></b> Open forums. (Conduct via Google Hang-out or Skype)</p> <p><b><u>04/22/13</u></b> 8 a.m. (MST) deadline for survey/input from stakeholders and board members, including online survey.</p> <p><b><u>04/25/13</u></b> Promotional flyer draft due.</p> <p><b><u>04/25/13</u></b> State board to finalize director profile for the promotional flyer. <i>(Time: 11:30 a.m. MST/12:30 CST)</i> (conduct via conference call)</p>
<b>Stage 3</b> Recruiting & Screening	<p><b><u>04/26/13</u></b> Print promotional flyer. Forward to consultant.</p> <p><b><u>04/26/13</u></b> E-mail promotional flyer and online application instructions to interested candidates.</p> <p><b><u>05/15/13</u></b> Deadline for all application materials. (<i>*See note below.</i>)</p>
<b>Stage 4</b> Candidate Presentation	<p><b><u>05/29/13</u></b> Consultant develops and finalizes interview questions and procedures with the governor and state board. Semi-finalists are presented to the state board and governor and consultant assists in selecting finalists for the interviews. <i>(Time: 8:30 a.m. MST)</i></p> <p><b><u>05/31/13-06/01/13</u></b> State board to interview semi-finalist candidates (1<sup>st</sup> round).</p> <p><b><u>06/01/13</u></b> Meeting with consultant following the last interview. <i>(Time: TBD)</i></p>
<b>Stage 5</b> Selection of Finalist & Future Planning	<p><b><u>Wk of 06/03/13</u></b> Governor to interview finalist candidates (2<sup>nd</sup> round).</p> <p><b><u>06/2013</u></b> Optional on-site visit of leading candidate(s) current place of employment by state board members.</p> <p><b><u>06/2013</u></b> Offer the contract.</p> <p><b><u>06/2013</u></b> Press release of new director of department of education.</p>

\*All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.



**Wyoming State Board of Education  
Director Search  
Constituent/Staff/Board  
Survey Results**

**April 25, 2013**

***Prepared and Presented  
By***

***Ray and Associates, Inc.***

***Cedar Rapids, IA***

# Wyoming State Board of Education Raw Scores Sheet

Qualities Desired in a New Director	Local School District Board Member		Local School District Superintendent		Local School District Central Office Staff		WYDOE Employees		Education Stakeholder Associations		Teacher or Other Local School District Employee		Parent or Community Member		State Board		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	8	7	9	7	5	3	29	5	3	14	19	11	14	8	3	6	1. Willing to listen to input, but is a decision maker
2	3	21	1	28	0	27	2	31	0	27	3	33	1	31	0	22	2. Instructional and administrative integration of technology
3	2	26	4	21	4	9	9	23	0	27	12	22	7	22	0	22	3. Has leadership skills to respond to challenges of ethnic and cultural diversity
4	10	4	16	1	8	1	38	2	7	1	27	4	16	4	4	3	4. Able to work with legislators and lead organization through legislative process
5	5	13	3	22	2	20	12	20	0	27	11	23	7	22	0	22	5. Ed.D. or Ph.D.
6	13	2	15	2	6	2	43	1	7	1	34	1	23	1	5	1	6. Inspires trust, self-confidence, and models high standards
7	10	4	14	3	3	13	25	9	4	8	28	2	15	5	5	1	7. Strong communicator; speaking, listening and writing
8	1	30	3	22	0	27	2	31	3	14	4	31	4	28	0	22	8. Commitment to visibility with high interest in a broad range of groups
9	2	26	1	28	1	22	11	21	5	4	10	25	13	10	3	6	9. Work cooperatively with the board and keeps members informed
10	3	21	10	5	0	27	29	5	4	8	19	11	13	10	4	3	10. Experience in sound management practices
11	6	9	8	11	5	3	18	14	4	8	21	7	7	22	3	6	11. Ability to build consensus and commitment among individuals & groups
12	1	30	0	33	0	27	1	33	2	18	8	27	2	30	0	22	12. Has experience dealing with employee representative groups/unions
13	11	3	6	14	5	3	26	8	4	8	17	14	17	3	3	6	13. Ability to delegate authority while maintaining accountability
14	3	21	5	17	3	13	32	4	5	4	15	17	15	5	3	6	14. Experience in management of state resources
15	6	9	9	7	3	13	27	7	0	27	8	27	7	22	3	6	15. Possesses excellent people skills and presents positive state image
16	1	30	1	28	1	22	3	29	1	23	9	26	1	31	0	22	16. Non-traditional or "hybrid" with background in military, business and/or education
17	14	1	6	14	5	3	9	23	2	18	28	2	21	2	1	19	17. Strongly committed to "student first" philosophy in all decisions
18	4	17	2	27	1	22	20	12	3	14	14	19	9	18	2	15	18. Ability to develop both short and long range goals
19	10	4	12	4	5	3	18	14	2	18	21	7	12	13	3	6	19. Ability to develop and communicate a vision of quality education
20	5	13	9	7	3	13	18	14	6	3	20	10	12	13	2	15	20. Experience in selection and implementation of educational priorities
21	4	17	1	28	0	27	3	29	1	23	11	23	8	20	0	22	21. Commitment to both academic and activity programs
22	2	26	3	22	1	22	5	28	0	27	17	14	6	26	0	22	22. Promote positive student demeanor
23	4	17	5	17	3	13	11	21	4	8	25	5	8	20	2	15	23. Leadership in providing relevant professional development for state educators
24	3	21	10	5	4	9	24	11	1	23	13	20	13	10	2	15	24. Has demonstrated strong leadership skills in previous positions
25	6	9	9	7	3	13	9	23	2	18	17	14	5	27	0	22	25. Ability to identify/select team members capable of advancing state vision
26	2	26	3	22	0	27	19	13	1	23	7	29	10	16	0	22	26. Successful experience in a comparable position
27	7	8	5	17	4	9	13	19	0	27	13	20	9	18	3	6	27. Is comfortable leading innovation and reform efforts
28	5	13	7	13	4	9	34	3	3	14	15	17	14	8	3	6	28. Able to lead a large organization dedicated to goals of continuous improvement
29	3	21	1	28	1	22	7	26	2	18	6	30	4	28	1	19	29. Has ability to develop relationships between business and education communities
30	6	9	5	17	3	13	17	17	4	8	18	13	10	16	4	3	30. Possesses ability to enhance student performance, identify and close/narrow gaps
31	1	30	3	22	0	27	6	27	5	4	21	4	31	1	0	22	31. Demonstrates ability to work with the media
32	5	13	6	14	5	3	25	9	5	4	21	7	11	15	1	19	32. Recommendations and decisions are data-driven
33	4	17	8	11	2	20	15	18	5	4	25	5	15	5	0	22	33. Knowledge of emerging research in the area of curriculum/instructional design

# Wyoming State Board of Education

## Consultant Ranking/Recommendation Sheet

Qualifies Desired in a New Director	Local School District Board Member		Local School District Superintendent		Local School District Central Office Staff		WYDOE Employees		Education Stakeholder Associations		Teacher or Other Local School District Employee		Parent or Community Member		State Board		Total Raw	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank				
	1	7	7	3	5	14	11	8	6	61	5	Combine with 15		1. Willing to listen to input, but is a decision maker						
	2	21	28	27	31	27	33	31	22	220	32	Combine with 15		2. Instructional and administrative integration of technology						
	3	26	21	9	23	27	22	22	22	172	24	Combine with 15		3. Has leadership skills to respond to challenges of ethnic and cultural diversity						
	4	4	1	1	2	1	4	4	3	20	2	Combine with 15		4. Able to work with legislators and lead organization through legislative process						
	5	13	22	20	20	27	23	22	22	169	23	Combine with 15		5. Ed.D. or Ph.D.						
	6	2	2	2	1	1	1	1	1	11	1	Combine with 15		6. Inspires trust, self-confidence, and models high standards						
	7	4	3	13	9	8	2	5	1	45	3	Combine with 15		7. Strong communicator; speaking, listening and writing						
	8	30	22	27	31	14	31	28	22	205	29	Combine with 15		8. Commitment to visibility with high interest in a broad range of groups						
	9	26	28	22	21	4	25	10	6	142	21	Combine with 15		9. Work cooperatively with the board and keeps members informed						
	10	21	5	27	5	8	11	10	3	90	13	Combine with 14		10. Experience in sound management practices						
	11	9	11	3	14	8	7	22	6	80	7	Combine with 14		11. Ability to build consensus and commitment among individuals & groups						
	12	30	33	27	33	18	27	30	22	220	32	Combine with 14		12. Has experience dealing with employee representative groups/unions						
	13	3	14	3	8	8	14	3	6	59	4	Combine with 10		13. Ability to delegate authority while maintaining accountability						
	14	21	17	13	4	4	17	5	6	87	11	Combine with 10		14. Experience in management of state resources						
	15	9	7	13	7	27	27	22	6	118	18	Combine with 10		15. Possesses excellent people skills and presents positive state image						
	16	30	28	22	29	23	26	31	22	211	30	Combine with 1		16. Non-traditional or "hybrid" with background in military, business and/or education						
	17	1	14	3	23	18	2	2	19	82	8	Combine with 1		17. Strongly committed to "student first" philosophy in all decisions						
	18	17	27	22	12	14	19	18	15	144	22	Combine with 1		18. Ability to develop both short and long range goals						
	19	4	4	3	14	18	7	13	6	69	6	Combine with 28		19. Ability to develop and communicate a vision of quality education						
	20	13	7	13	14	3	10	13	15	88	12	Combine with 28		20. Experience in selection and implementation of educational priorities						
	21	17	28	27	29	23	23	20	22	189	27	Combine with 28		21. Commitment to both academic and activity programs						
	22	26	22	22	28	27	14	26	22	187	26	Combine with 28		22. Promote positive student demeanor						
	23	17	17	13	21	8	5	20	15	116	17	Combine with 28		23. Leadership in providing relevant professional development for state educators						
	24	21	5	9	11	23	20	10	15	114	16	Combine with 28		24. Has demonstrated strong leadership skills in previous positions						
	25	9	7	13	23	18	14	27	22	133	20	Combine with 28		25. Ability to identify/select team members capable of advancing state vision						
	26	26	22	27	13	23	29	16	22	178	25	Combine with 28		26. Successful experience in a comparable position						
	27	8	17	9	19	27	20	18	6	124	19	Combine with 28		27. Is comfortable leading innovation and reform efforts						
	28	13	13	9	3	14	17	8	6	83	9	Combine with 19		28. Able to lead a large organization dedicated to goals of continuous improvement						
	29	21	28	22	26	18	30	28	19	192	28	Combine with 19		29. Has ability to develop relationships between business and education communities						
	30	9	17	13	17	8	13	16	3	96	14	Combine with 19		30. Possesses ability to enhance student performance, identity and close/narrow gaps						
	31	30	22	27	27	27	31	31	22	217	31	Combine with 19		31. Demonstrates ability to work with the media						
	32	13	14	3	9	4	7	15	19	84	10	Combine with 19		32. Recommendations and decisions are data-driven						
	33	17	11	20	18	4	5	5	22	102	15	Combine with 19		33. Knowledge of emerging research in the area of curriculum/instructional design						

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\* Ratings are not an endorsement, nor are they intended to be used as a comparison.