WDE STRATEGIC PLAN

2019-2022

3rd Grade Reading Proficiency

Leader

Chief Academic Officer

Why

Third grade reading proficiency is one of the most important benchmarks for graduation rates.

Goal

Increase the number of students proficient on WY-TOPP in ELA by 5%

Baseline

SY 17-18: 53% Proficient; SY 18-19: 55% Proficient

Action Steps

1. HB297 implementation (Interim data point)
   - WDE will create a guidance manual for district use.
   - TA via conference presentations - Wyoming Education Summit, STAR, Curriculum Director's Annual (Zoom presentation), WASEA.
   - Review LEA Literacy Plan
     - WDE creation of model template for optional district use.
     - SY 2018-19: 36 LEA plans submitted with only seven being complete.
     - 2019 plans submission in process.

2. DBI implementation (Interim data point)
   - Increase the number of LEAs implementing WDE DBI protocol.
   - 2018 baseline vs. 2019 participation.
     - 2016/17: 13 Teachers, 23 Students, 207 Records.
     - 2017/18 - 2018/19: 39 Teachers, 62 Students, 669 Records.
   - State Training on DBI practices.
     - contracting/developing regional DBI coaches.
     - TA via conference presentations.

CTE Participation

Leader

Chief Academic Officer

Why

To meet Wyoming's postsecondary attainment goals; To increase graduation rates. Students participating in CTE and attaining concentrator status have higher graduation rates (96% in 2018) and to prepare students to fill jobs that will help to diversify Wyoming's economy.

Goal

Increase the number of students earning industry recognized certifications by 5%

Baseline

14%, established in 2018-19

Action Steps

1. Perkins V Implementation
   - Moving to industry recognized certification for concentrator assessment that will provide at least one of two outcomes:
     - Higher employment edge.
     - Higher compensation.
   - Aligning programs of study with postsecondary opportunities, business, and industry needs as documented through the use of labor trend data provided by JobsEQ.
   - Recruitment and retention of CTE teachers.
     - Using professional development grants for PD.
     - Include an average of 20 hours a year of industry experience in their content area.

2. Increasing Career Development Facilitator Capacity
   - At least one educator per school district trained as a career development facilitator.
   - WDE staff trained in the "train the trainer" model to provide Career Development Facilitator training.
   - Plan A Professional Development Tours for career guidance counselors to update them and connect them with business and industry members.
   - SPOT Training to help teachers understand how to recruit and retain students from special populations identified in Perkins V.

3. Increase the number of students who are CTE concentrators by 5%
   - The baseline established in 2018-2019 was 13.1%.

School Improvement

Leader

Chief Policy Officer

Why

To support all schools in efforts to improve student outcomes and help schools understand how to implement strategies and interventions that will result in better accountability determinations.

Goal

Increase the statewide average performance level of schools by 3/10ths

Baseline

2.55 with a goal of 2.85

Action Steps

1. District Assessment System (DAS) guidance
   - Creation of manual.
   - PD on manual.
   - Implement DAS review process.
   - Continued assessment literacy training.

2. Alignment and consolidation of all school improvement plans
   - Reconvene the internal SSOS team.
   - Review current plan requirements and components.
   - Create comprehensive school improvement plan for schools.
   - Including requirements for state and federal accountability, early literacy, Title I annual review.
   - Training and support to districts on new plan and components with appropriate monitoring of implementation.

Transparency/Efficiency

Leader

Chief Operations Officer

Why

Address equity gaps, computer science delivery, government efficiency and state funding, etc.

Goal

Increase the aggregate dollar amount of E-rate category 2 participation by 5%

Baseline

2019 Education Superhighway and ETS – January 2020

Action Steps

1. Conduct a landscape survey
   - Explore financial assistance options for district matching funds.
   - Identify network expertise resources for school districts.
   - Support districts with the E-rate administrative process.

2. Develop a plan to provide ongoing technical assistance to districts

3. Partner with the School Facilities Division, ETS, and Ed Superhighway

Values

Leader

Every WDE Employee

Why

Strengthen agency culture; be the best agency – improve retention and recruitment; increase capacity; develop strong leaders.

Goal

Explicitly integrate WDE's shared values of leadership, innovation, and customer service.

Action Steps

1. Identify and define values
   - Teams assigned to defining each value.
   - Integration into work activities of WDE.
     - Each division creates a goal for one value for 2020.
     - Tie values into peer recognition program - Compli-Mints.
     - MOM - Review policies to encourage integration of values.
     - Training–
       ▶ Chiefs offer one speaker a year focused on a value area.
       ▶ Develop onboarding program for new employees.
       ▶ Develop cross training program for existing employees.
       ▶ "Team Day" - 2020.
       ▶ Leadership Development training.

Values

Leadership

Through leadership, the WDE will act with a genuine willingness to positively inspire and influence others to achieve a common vision and goal.

Leadership - What is it?

- Establishing and maintaining a vision for the future while caring for our people, removing obstacles, and addressing current needs.
- Effectively communicating the why, what, and the how of the mission.
- Identifying potential and providing growth opportunities.
- Engaging to make progress toward the common goal.
- Inspiring others by setting a positive example.
- Demonstrating unwavering integrity.
- Maintaining awareness of strengths and weaknesses of the organization.
- Taking initiative and optimizing opportunity.
- Building capacity in others.
- Being knowledgeable with a learner mindset.
- Being an effective problem solver.
- Steadfast optimism in the face of adversity.
- Objective evidence-based decision making.
- Maintaining a big picture perspective without ignoring the details.
- Being resourceful with a high level of determination and tenacity.
- A climate that fosters teamwork and is one where people feel valued.

Leadership - What it is not:

- A position or title.
- Manipulating others to follow.
- Self-serving.
- Blaming others.
- Lacking empathy.
- Arrogance.
- Unprofessional behavior.
- Demeaning or condescending actions.
- Unproductive criticism.
- Lack of accountability.
- Ignoring problems.
- Unfair treatment or favoritism.
- Spreading gossip or ridiculing colleagues.

Values

Innovation

Through a strong commitment to innovation, the WDE will provide a work environment that encourages employees to use their creativity to promote continuous improvement and achieve an exemplary level of efficiency and effectiveness.

Innovation - What is it?

- Creating a safe environment for everyone to express new ideas.
- Welcoming new ideas and planning for change.
- Developing different approaches to the same problem.
- Creative problem solving.
- Employee engagement.
- Embracing creativity.
- Respectful discussion and debate of ideas.
- An iterative continuous improvement process.
- Treating challenges and problems as opportunities.
- Thinking outside the box.

Innovation - What it is not:

- Accepting the status quo because that's the way we've always done it.
- Resisting change without cause.
- Succumbing to fear of rejection.
- Automatically assigning significance to ideas based on rank or title.
- Discouraging fresh perspectives.
- Refusing to analyze and evaluate performance.
- Dismissing new ideas because of subjectivity or bias.
- Accepting complacency.
- Ignoring problems and potential solutions.

Values

Customer Service

Through customer service, the WDE will address customers' needs by providing professional, helpful, high-quality service before, during, and after assisting customers, to build positive relationships within the agency and across the state.

Who is our customer?
- Internal teams/co-workers.
- School District Employees.
- Parents.
- Legislators.
- State Board of Education.
- Stakeholder Groups.
- Wyoming citizens.
- Business members.
- Students.
- External media.
- Government entities.

Customer Service - What is it?
- Providing friendly and timely responses.
- Providing sound information.
- Anticipating needs/issues.
- Being positive and approachable.
- Leaving venues in better shape than when you arrived.
- Offering assistance when attending events.
- Having empathy.
- Listening to understand.
- Channeling your inner Rita [Answer with a smile!].
- Being efficient and courteous with the customer's time.

Customer Service - What it is not:
- Viewing requests as a burden or hassle.
- Giving curt responses.
- Making up answers or giving incomplete information.
- Projecting frustration.
- Passing the buck because it's not your area.
- Badmouthing people for making seemingly stupid requests.
- Staying disconnected at events.
- Sharing personal opinions or getting on a soapbox.