WDE
Strategic Plan 2021-2024

Our Vision

Create Opportunities for Students to Keep Wyoming Strong

Our Mission

To significantly increase the percentage of Wyoming Students that are College, Career, and Military Ready.

Our Values

Leadership
Innovation
Customer Service

Our Strategic Objective

Improve student outcomes through:

Objective 1 – School Improvement (Leadership)

Objective 2 – Transforming Learning (Innovation)

Objective 3 – Transparency and Efficiency (Customer Service)

Objective 1 – School Improvement (Leadership)

Goal A: ACCOUNTABILITY

Leader: Wanda Maloney

Goal: To reduce the number of pilot schools that are identified as Not Meeting Expectations and Partially Meeting Expectations as measured on School Performance Reports within the Wyoming Accountability in Education Act (WAEA) model.

Why: Improving leadership capacity across the state through School Improvement Planning will impact student achievement.

Baseline: There are six pilot school districts containing ten schools who will comprise the baseline for this goal. These schools will include seven schools Partially Meeting Expectations and three Not Meeting Expectations. By the end of the 2023-24 school year, we intend to have all schools in the sample group move up one performance level.

Action Steps:

1. In collaboration with Ed Direction, develop and pilot in the six districts a common evidence-based improvement plan. Develop resource documents explaining the research behind the practices included in the plan.

2. Based on the 2021-22 pilot experience, modify the School Improvement Planning process and determine the need for additional school improvement planning training.

3. Introduce and launch the new School Improvement Planning process statewide with training for district representatives by Fall 2022.

4. Determine need for additional support based on the review of school improvement plans for schools Not Meeting and Partially Meeting Expectations as part of the annual accreditation process.

5. Develop a tool to measure specific evidence-based improvement practices ((e.g., leadership, culture and climate, data-informed planning, professional development, instruction and learning support) proven to lead to school improvement by the Fall 2022.

6. Pilot the measurement tool with the six pilot districts that include the ten schools that are Not Meeting and Partially Meeting Expectations.

7. Introduce and launch the implementation tool statewide with training for district representatives by Fall 2024.

Goal B: SPECIAL EDUCATION & ACCOUNTABILITY

Leader: Margee Robertson, Wanda Maloney

Why: Evidence indicates that Wyoming teachers implementing a multi-tiered system of support (MTSS) and data based individualization (DBI) with fidelity demonstrate increased reading performance for K-3. Therefore, the WDE will improve teacher knowledge and skills in MTSS and DBI. Theory of Action:
- Train teachers in knowledge and skills in implementing MTSS and DBI
- Provide coaching to support DBI implementation within MTSS
- Teachers implement DBI within MTSS
- OUTCOME: Students reading performance will increase by 9% by SY 23-24

Goal: Increase the number of practitioners trained in DBI within an MTSS by 200 by May of 2024. Increase the percentage of students with disabilities in grade 3 scoring basic or above by 3% per year for a net increase of 9%.

Baseline: Most recent data is school year 18-19 which has 27% of third grade Students With Disabilities scoring Basic or above.

Action Steps:
1. Develop and refine the framework and vocabulary used in MTSS.
2. Implement and sustain a Wyoming MTSS Center with an accessible website.
3. Integrate DBI within MTSS training and coaching for Wyoming MTSS Center pilot districts.
4. Train 200 teachers in DBI within an MTSS by May of 2024
5. Provide targeted DBI coaching to 150 teachers to fidelity of implementation.
6. Engage continuous improvement activities with participating districts to improve professional learning activities.
7. Revise professional learning program as needed.

Goal C: STANDARDS & ASSESSMENT (Leadership & Innovation)

Leader: Laurie Hernandez

Goal: Increase the number of educators trained in building, using, and sharing quality assessments through participation in our statewide Community of Practice (CoP) initiative to include 250 educators by June of 2024.

Why: To help educators address the changes to our state performance standards and the impact that has had on our district assessment systems. Educators who better understand assessments and the data that comes from those assessments are enabled to better lead instructionally, collaborate with colleagues, generate collective efficacy within systems, and ultimately improve student achievement.

Baseline: School year 2021-22 is the beginning year and the baseline is zero.

Measure: The number of educators trained and participating in the CoP at the end of the 2023-24 school year.

Action Steps:
1. Call for educators to participate in the CoP; Survey educators to pre-assess perceptions in understanding of assessment literacy and data literacy.
2. Build statewide Communities of Practice (CoP) for all ten content areas and train 250 educators. (CoP = individuals with similar roles and responsibilities coming together to share ideas and best practices.)
3. Create a network of CoPs to share best practices for formative assessments.
4. Build a repository of formative assessment resources on the Canvas Platform.
5. Host Quarterly CoP meetings to reflect, collaborate, and share resources.
6. Create trainings on assessment item building and evaluation of items/tests, including recorded modules.
7. Create and share resources to understand scoring and reporting use. (data literacy)
8. Monitor and evaluate progress and efficacy throughout; engage in continuous improvement efforts with CoP.
9. Evaluate the goal through qualitative surveys on use of resources and perceptions about gains in teacher understanding of assessment literacy and data use. Comment end

Objective 2 – Transforming Learning (Innovation)

Goal A: ACCOUNTABILITY

Leader: Wanda Maloney

Goal: Develop a tool to measure specific evidence-based improvement practices ((e.g., leadership, culture and climate, data-informed planning, professional development, instruction and learning support) proven to lead to school improvement by Fall 2022-23. The intent of this goal is to develop a tool to be used by the WDE and district representatives to qualitatively assess implementation of the school improvement plan.

Why: By implementing evidence-based improvement practices across the state through School Improvement Planning, schools will impact student achievement.

Baseline: The WDE currently has no data related to improvement plan implementation. Data will include:
- Leadership - No data. Expected Fall of 2023.
- Culture and Climate - No data. Expected Fall of 2023.
- Data-informed planning for instruction - No data. Expected Fall of 2023.
- Professional development and instruction - No data. Expected Fall of 2023.
- Learning support-No data. Expected Fall of 2023

Action Steps:
1. Determine the specific deliverables that would be part on an RFP Fall, 2021
2. Develop a RFP to analyze the implementation of selected evidence-based practices within our current School Improvement Planning Process guide. Fall, 2021
3. Select a vendor. Spring 2022
4. Work with a vendor to create the measurement tool which may include surveys, interviews, classroom observations. Spring 2022 - Fall 2022.
5. Pilot the measurement tool with six pilot districts and make revisions. Fall 2022-23.
6. Promote the measurement tool for use statewide as a tool for determining needs and to evaluate the implementation of the school improvement plan. Spring 2023 - Fall 2024

Objective 3 – Transparency and Efficiency (Customer Service)

Goal A: SCHOOL SUPPORT

Leader: Shelley Hamel

Goal: Enable districts to maximize the efficacy of their federal programs.

Why: The GMS is one of the most frequently touched, and valuable systems the WDE supports for Wyoming LEAs. The current GMS is siloed, dated, and inefficient. The federal COVID relief funding highlighted the ineffectiveness of the current GMS solution. A new/improved GMS is vital to a future of efficient customer service for users.

Baseline: The GMS selection committee, organized in step #1, reflecting on the current GMS will identify difficulties and desired functionality. Once action steps #1 and #2 have been completed, the baseline will be articulated and provide the foundation for the RFP identified in acton step #3.

Action Steps:

1. Create a user group of LEA and WDE staff to serve on a GMS selection committee.
2. Gather information about pain points, and requested functionality for a new GMS.
3. Release an RFP for a new GMS.
4. Committee review of RFP responses, select and attend presentations from top 3-4 vendors.
5. Committee selection of new GMS.
6. Implementation of a new/improved GMS.

Goal B: FINANCE

Leader: Trent Carroll

Goal: Increase internal knowledge and understanding of government budget procedures and requirements to achieve a high level of process efficiency and ensure full state and federal compliance.

Why: An adequate understanding of applicable budget procedures and requirements is essential to timely and efficient financial operations of WDE programs.

Baseline: Areas of focus will be a budget overview training, awareness of federal Maintenance of Effort and Matching Funds, a centralized repository of federal reporting schedules, and understanding of state NAFR and B-11 requirements.

Action Steps:

1. Create and deploy an employee self-assessment baseline survey by December 31, 2021.
2. Develop and implement a new employee budget training video hosted on Canvas by July 1, 2022.
3. Create a budget user manual with instructions covering budget set up and maintenance activities by July 1 2022.

4. Meet quarterly with each WDE Division to provide budget reminders and an opportunity for discussion and customized training. Assess progress on baseline at the end of 2023 and 2024.

5. Review and strengthen budget and accounting processes to provide exceptional financial services to all WDE programs.

Goal C: INFORMATION MANAGEMENT

Leader: Ken Reynolds

Goal: To improve three specific areas within the General Security Audit 2021 by June 2024. Operational Security - Access Control, Processes and Procedures, and Encryption and Data Integrity.

Why: If data security and privacy are not assured, timely progress and success on programmatic work directly related to student outcomes is at risk. Therefore, improving efficiency, confidentiality, integrity and availability of data is critical.

Baseline: Operational Security - Access Control -3. Operational Security - Processes and Procedures -3. Operational Security - Encryption and Data Integrity -2.

Action Steps:
1 Review the General-Security-Audit-2021.pdf current profile, target profile, and gap analysis (baseline doc) (Completed 8/16/21).

2 Identify the realistic improvements in each of the three goal categories listed in the baseline (Completed 8/16/21):

3. Devise tactics plan, including a timeline and milestones for each target.

4. Identify resources needed to reach the goal.

5. Identify and communicate plan to associated (and affected) stakeholders.

6. Implement incremental changes.

7. Document utilizing change management best practices.

8. Provide monthly Compilation/Summary Report of Security Posture (Security SitRep).

9. Review progress, course-correct as needed (Quarterly).

10. Conduct and review the annual General Security Audit (re-assessment).