Success 22
Strategic Plan Report

August 9, 2023

Strategic Plan Goals:

- Success for All
- Safe, Healthy, and Caring Environment
- Effective and Efficient Operations
- Positively Engaged and Informed Community

We Value:

- Students
- Trust, Kindness, and Respect
- Challenging Standards
- Fairness and Equity
- Resilience and Perseverance
- Personal Achievement

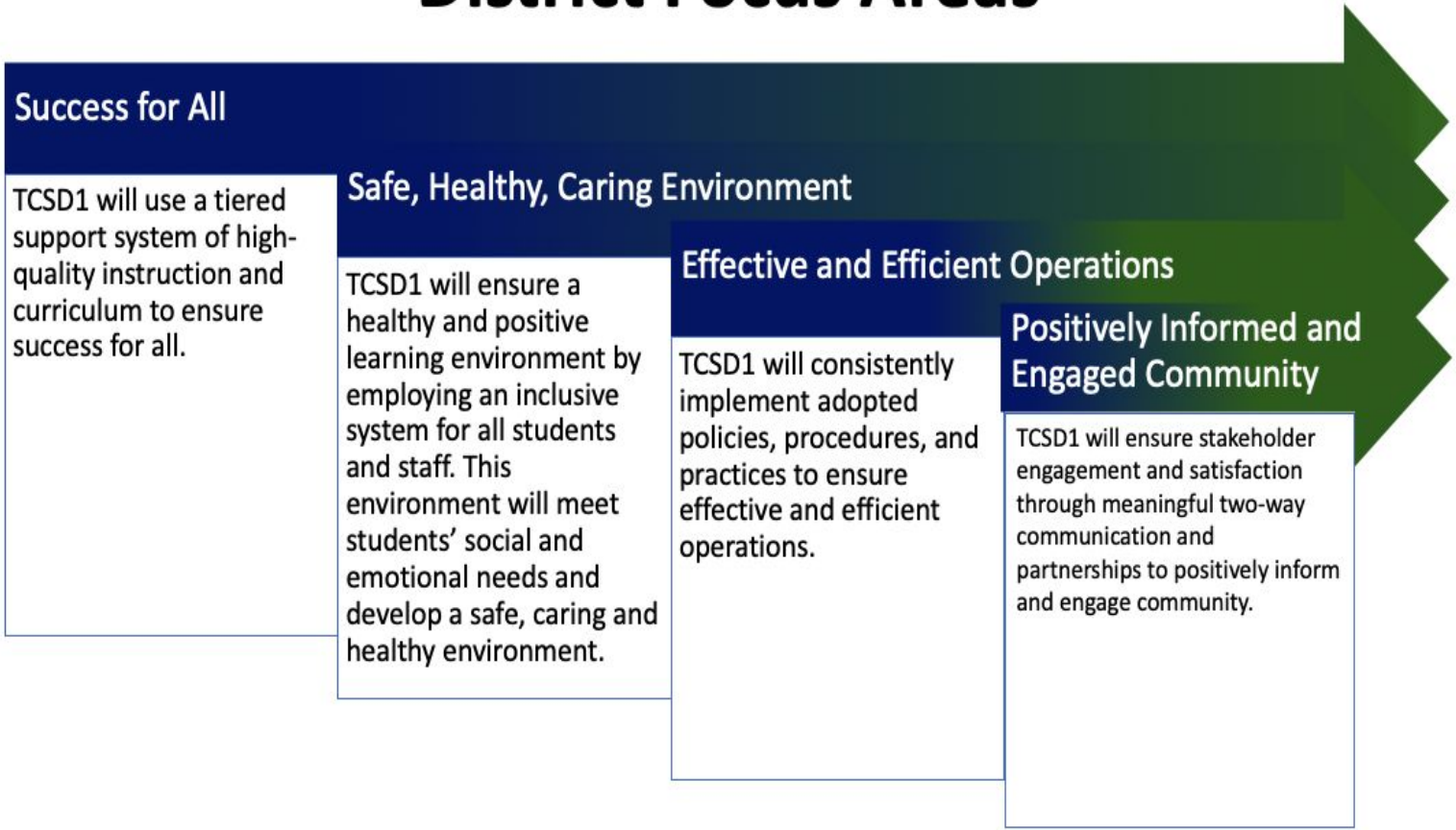
Vision Statement:

As a premier district, our vision is to ensure every student is prepared to succeed in an ever-changing world.

Mission Statement:

Our mission is to ensure that all students have the foundation for success and are challenged to reach their full potential.

District Focus Areas



2022 - 2024 Success for All Goals

1 - Year Goals (By summer 2023)

- Goal 1: K-12 PLC *Implementation* Goal: An aggregate Laying the Foundation continuum score (pg 47 in Learning by Doing) for all TCSD1 schools will show positive growth from November 2022 to June 2023.
  - November 2022: Aggregate score of **3.28**, June 2023: Aggregate score of **3.56**
  - Areas of most improvement: **Shared Mission** and **Collective Commitments (Shared Values)**

- Goal 2(a): The percentage of Hispanic students in grades 3-10 scoring proficient on ELA WY-TOPP will increase from 34% in spring of 2022 to 50% in spring of 2023.
  - Spring 2022: **34%**, Spring 2023: **34%**

- Goal 2(b): The percentage of ELL students (not including students in “monitor” status) who will make expected progress on ACCESS will increase from 34% in 2022 to 50% in 2023.
  - 2022: **34%**
  - 2023: **46%**

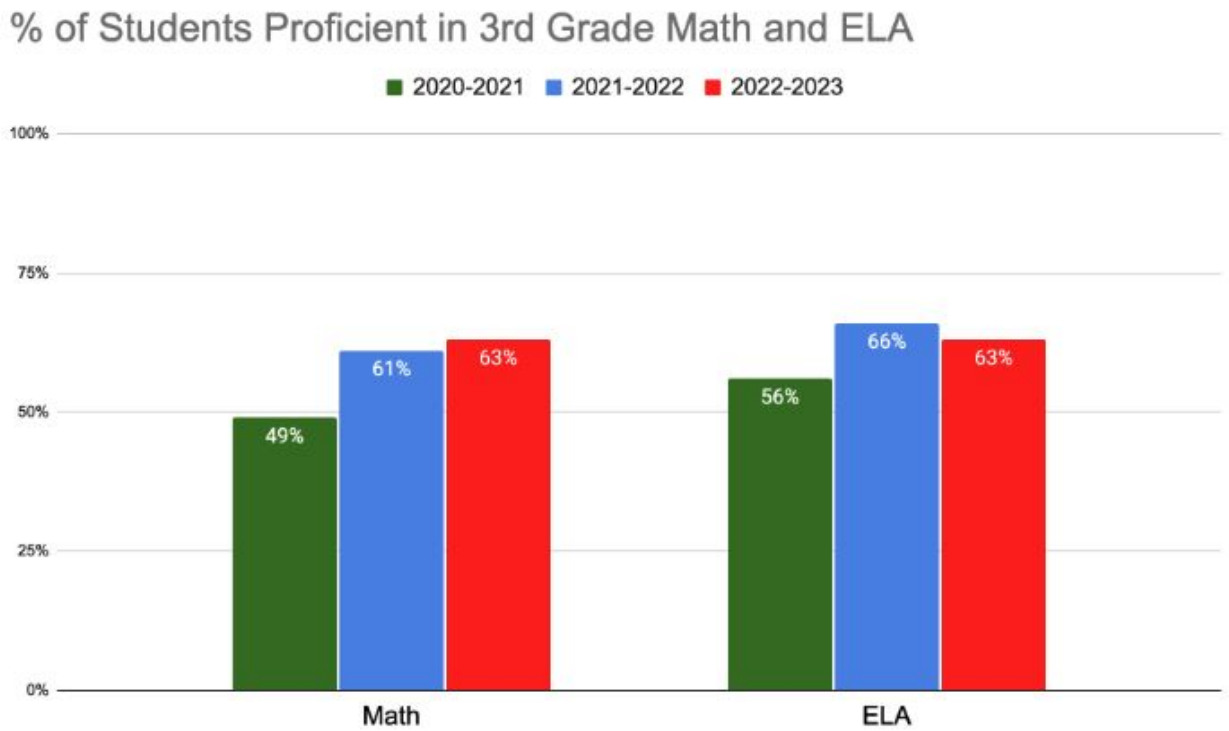
2022 - 2024 Success for All Goals

2 - Year Goals (By summer 2024)

- Goal 3(a): By summer of 2024, the percentage of TCSD1 students in grades 3-10 scoring proficient on ELA WY-TOPP will increase from 60% (2022) to 70%.
  - 2022 ELA WY-TOPP: **60%**
  - 2023 ELA WY-TOPP: **64%**

- Goal 3(b): By summer of 2024, the percentage of TCSD1 students in grades 3-10 scoring proficient on Math WY-TOPP will increase from 54% (2022) to 70%.
  - 2022 Math WY-TOPP: **54%**
  - 2023 Math WY-TOPP: **54%**

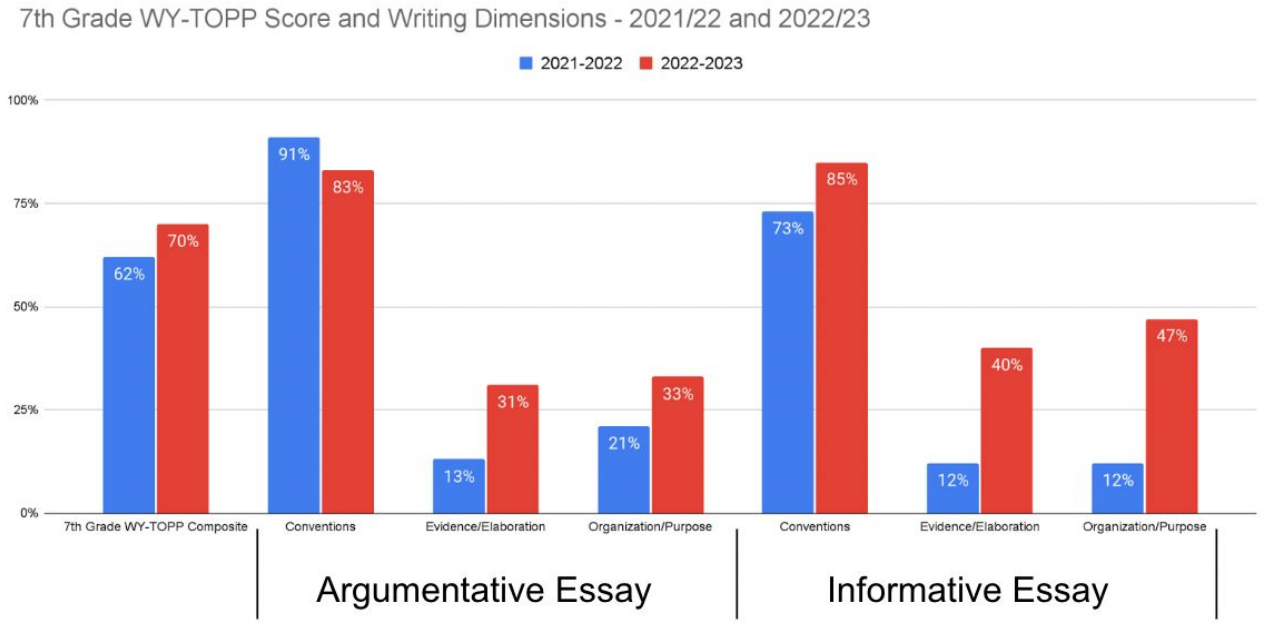
“Every 3rd Grader is a Reader and Mathematician”



"Every 8th Grader is a Writer"



7th Grade Indicator of Proficient Writing



“Every 8th Grader is a Writer”

<u>8th Grade Indicator of Proficient Writing</u>



Schoolwide Common Writing Assessments:

- “I believe” Essay - **89%** of students demonstrated proficiency

“Every Graduate is Life Ready”

- Projected Extended Graduation - 95% (2022, lager year)
- Projected Four Year On Time-Graduation - 95% (2022, lager year)
- Projected Grade Nine Credits - 93% (2022, lager year)
- Projected ACT Averages for 2022-23 (21-22 in parenthesis):
  - Math: **20** (19)
  - Science: **20** (19)
  - English: **19** (18)
  - Composite: **20** (19)
  - Writing: **(6)** (6)



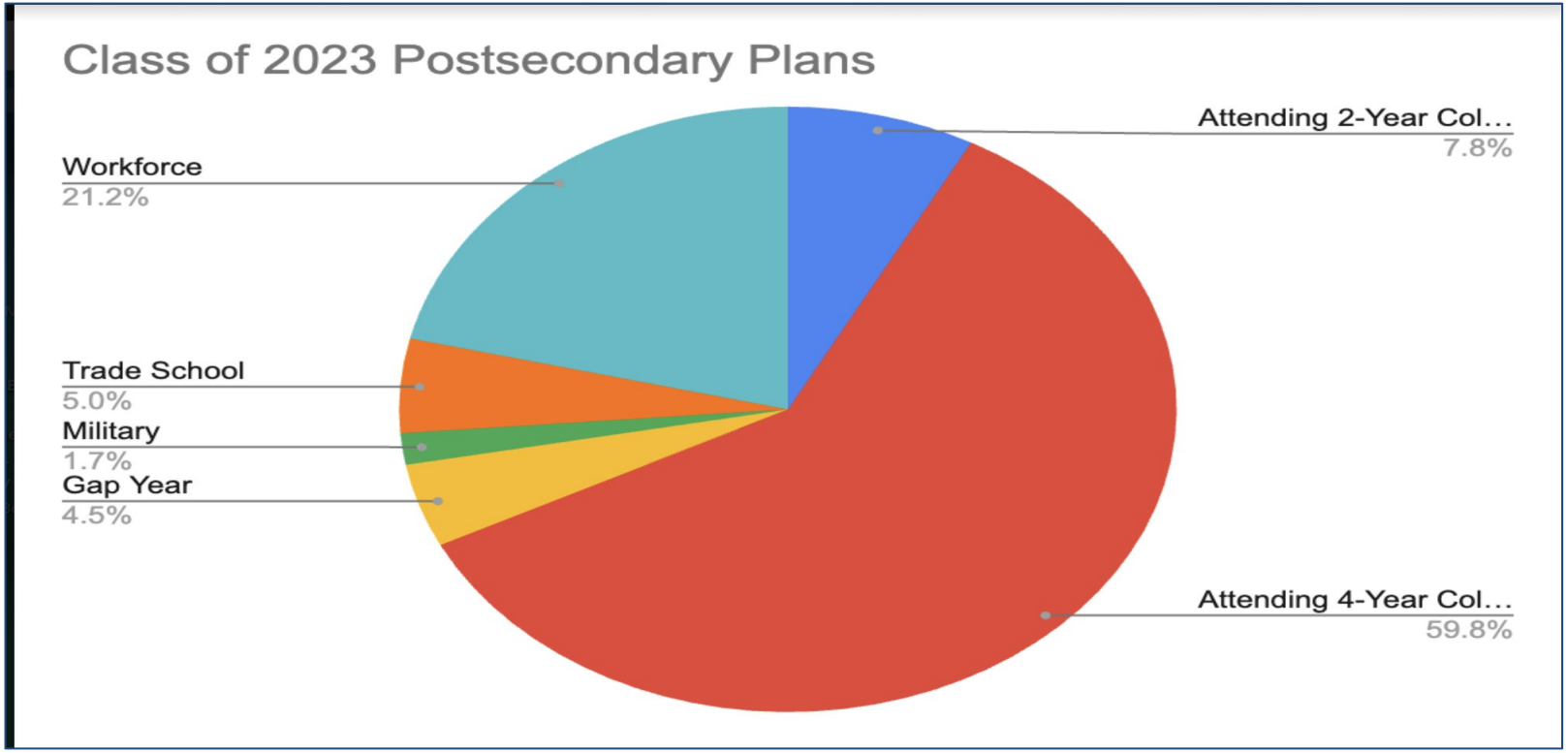
Additional Data

Admissions to the University of Wyoming

Admit	Status	Overall		Out-of-State		Wyoming		Jackson Hole High School	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Admitted	Assured	4,829	77.2%	3,421	74.6%	1,408	84.1%	69	78.4%
	Admitted with Support	740	11.8%	573	12.5%	167	10.0%	16	18.2%
Not Admitted	Denied	149	2.4%	118	2.6%	31	1.9%	0	0.0%
	Incomplete	540	8.6%	472	10.3%	68	4.1%	3	3.4%
	Unknown	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Note: TCSD1 has high percentage of students who attend out of state colleges compared to other WY high schools impacting “admitted with support” % data.

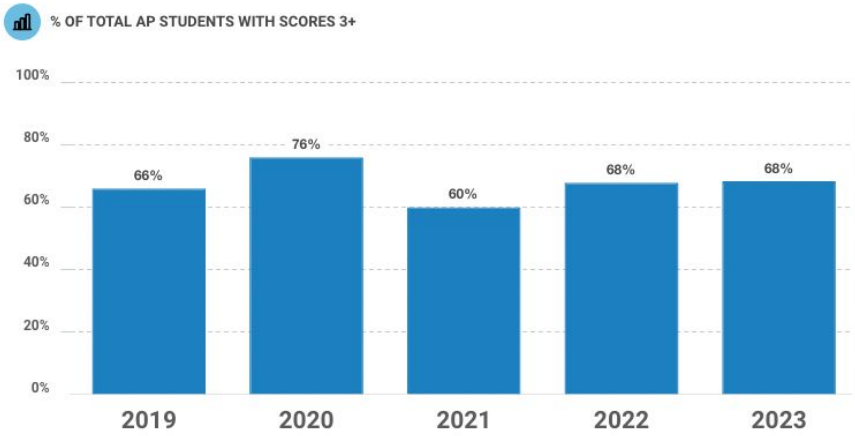
Class of 2023 (JHHS/SIS)



Post Secondary Plans (student self reported data)

Additional Data

AP Scores



	2019	2020	2021	2022	2023
Total AP Students	246	265	262	266	315
Number of Exams	455	460	419	452	544
AP Students with Scores 3+	162	201	157	180	215
% of Total AP Students with Scores 3+	65.85	75.85	59.92	67.67	68.25

AP “Snap shot” Breakdown

AP Spanish Language and Culture *students take this course 3 years in advance of national average as a result of dual program (need to add national average data for comparison) 22-23 National Average: **3.56**						
School Year	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
TCSD Total Exams	20	46	48	49	43	62
TCSD Average Score	3.20	3.91	4.10	3.78	3.51	3.86

TCSD represents **46%** of all students who took AP Spanish Language test in WY for 2022-2023.

TCSD Average: **3.86**
Rest of WY Average: **3.4**

Number of Hispanic/Latino and White Students taking AP exams each year					
School Year	2018-19	2019-20	2020-21	2021-22	2022-23
Hispanic/Latino	60	74	72	65	92
White	171	179	176	187	198

Goal #1 *Success for All*

Focus on Achievement

- **2022-2023 Accomplishments:**
  - AVID fifth year implementation at JES, JHMS, and JHHS - graduated first AVID class in 2023
  - Increased integration and effectiveness of PLCs and MTSS processes in order to increase student achievement and close the opportunity gap. AVID Ed Moment 2/23 and AVID Goals 2022-2023
  - Developed K-5 teachers' instructional capacity around early literacy/foundational skill instruction
  - Increased use of common formative assessments and the use of assessments to inform instruction
  - Established district wide collaborative structures for teachers to engage in shared learning, collaboration and decision-making
  - TCSD Schools have improved their state accountability/report cards ratings
  - TCSD WY-TOPP student proficiency/growth across many grade levels and several schools
- **2023-2024 Goals:**
  - Hispanic students in grades 3-10 scoring proficient on ELA WY-TOPP will increase from last year to this year.
  - ELL students (not including students in "monitor" status) will make progress on ACCESS.
  - Increase CTE pathways to include CNA, STEAM, Teacher, Construction, Hospitality/Tourism

Professional Learning Communities (PLCs)

- **2022-2023 Accomplishments**
  - Leadership teams from 7 out of 10 TCSD schools participated in in-depth PLC training
  - Formal internal/external PLC training and capacity building for building principals and district administrators
  - Increased use of formative and common assessment data in PLCs to inform instruction
  - Continued adjustments and improvements to PLC model development for outlying schools
  - PLC implementation is gradually developing a district culture
- **2023-2024 Goals:**
  - Leadership teams from all TCSD schools participate in in-depth PLC training
  - Tier 1 / classroom instruction and assessments adjustments to students no demonstrating growth
  - K-12 PLC *Implementation* Goal: An aggregate Laying the Foundation continuum score (pg 47 in Learning by Doing) for all TCSD1 schools will show positive growth from Fall 2023 to June 2024.
  - All grade bands have a PLC implementation plan that is developed and monitored by their guiding coalition/building leadership team
  - Every TCSD school participates in the PLC Coaching Academy
  - Principals and district leaders attend monthly collective learning and collaboration sessions around PLC/MTSS implementation

Goal #1 *Success for All*

Guaranteed and Viable Curriculum (GVC)

- **2022-2023 Accomplishments:**
  - K-5 Math/LA Content Teams developed math/LA assessments, established consensus on math/LA scope/sequence and prioritized instructional strategies
  - Spanish language proficiency assessed within dual immersion programming
  - Implemented ELD curriculum resource at 6-12 (English 3D)
  - Reduced total standardized assessment time for students
  - New teachers provided explicit support and training regarding essential curriculum resources (e.g., Wonders, Maravillas, Desmos, CPM, etc.)
  - Computer Science staff completed Computer Science certifications via micro-credential
  - Developed K-12 alignment in math curriculum and instruction, with a focus on transition grades
  - Established/Facilitated alignment across Algebra and Geometry courses taught at JHMS/JHHS/SIS
- **2023-2024 Goals:**
  - PLCs continue to define and refine prioritized standards, curriculum pacing and creating of common formative assessments across K-12 schools
  - New teachers are provided explicit support and training regarding essential curriculum resources (e.g., Wonders, Maravillas, Desmos, CPM, etc.)
  - Participation in RIDE pilot at secondary schools

Interventions/Supports Provided via MTSS Framework

- **2022-2023 Accomplishments:**
  - Developed and extended instructional capacity of interventionists and paras with a specific focus on early literacy instruction
  - Increased intervention implementation and align interventions with core instruction
  - Increased staff training on Wilson Intervention System
  - Established common MTSS implementation agreements across K-5 schools to ensure consistency and continuous improvement
  - Continued training and support for Reading Recovery
    - Reading Recovery is a preventive early literacy intervention that supports the bottom 20% of students
    - Literacy Lessons introduced this year - this is extra support for ESL and IDEA students
    - Monthly training for RR teachers leading to UW Credits
    - Literacy Lessons - Bi-weekly trainings for 3 hours combined with in person work in the classroom
    - Adding Literacy Lessons gets us closer to full implementation
  - Improvements, training and clarity provided for 9-12 behavioral MTSS implementation
- **2023-2024 Goals:**

School Improvement Plans

These are the 22-23 Plans - 23-24 Plans will be ready in October

Links to Individual School Plans-		
Alta Elementary School 22-23 AES Skinny Plan	Colter Elementary School 22-23 CES Skinny Plan	Jackson Elementary School 22-23 JES Skinny Plan
Kelly Elementary School 22-23 KES Skinny Plan	Wilson Elementary School 22-23 WES Skinny Plan	Munger Mountain Elementary School 22-23 MMES Skinny Plan
Jackson Hole Middle School 22-23 JHMS Skinny Plan	Jackson Hole High School 22-23 JHHS Skinny Plan	Summit Innovations School 22-23 SIS Skinny Plan
Moran Elementary School 22-23 MES Skinny Plan	Executive Summary 22-23 Executive Summary	
Link to PLC Monitoring Student Learning Rubric	Link to K-8 Grading Practices Handbook	

Collaborative Culture and Climate

Goal #2 *Safe, Healthy, Caring Environment*

- **2022-2023 Accomplishments:**
  - Students, families and staff collaborative opportunities have increased
  - Shared leadership structures were established for curriculum, instruction and assessment decision-making
  - Increased opportunities for family engagement and Family University opportunities
  - Staff wellness coordinator and programming increased
  - Changed benefits and insurance plans

- **2023-2024 Goals:**
  - Provide more opportunities for family and community engagement in schools
  - Ensure all students and staff are trained in district policies and procedures
  - Support a culture of kindness and respect
  - Increase wellness opportunities for students, staff, families
  - Establish Superintendent's Student Advisory Council

Prosocial Behaviors & SEL

- **2022-2023 Accomplishments:**
  - Mindfulness practices and capacity continued to expand across all schools
  - Continued usage of Panorama SEL Survey Data
  - Developed behavior MTSS framework at JHHS
  - Explicit social-emotional learning time established in master schedule for K-5 schools
  - Updated/new Second Step SEL curriculum for all K-5 classrooms
  - Flourish Mindfulness/SEL curriculum continued to be implemented in all 5th grade classrooms
  - Expanded suicide awareness and prevention training for all staff

- **2023-2024 Goals:**
  - Explicit social-emotional learning time will established in master schedule for K-5 schools
  - Expanded suicide awareness and prevention training for all staff
  - Expanded staff training on anti-discrimination policies and procedures
  - Implementation of structured behavior MTSS framework at JHHS
  - Explicit learning on vaping, drug and alcohol use

Engagement of the School Community

Goal #2 *Safe, Healthy, Caring Environment*

- **2022-2023 Accomplishments:**
  - Ongoing teacher, staff and family input on culture, climate in the school district
  - Family University increased opportunities for families for support at no cost
  - Increased After School Opportunities for all age students
  - Established Family Liaisons in each building and offered opportunities for families to engage with schools and the district
  - SPET ballot items for TCSD employee housing and Bronc Achievement Center approved
  - Fund for Public Education increased support
  - Scholarships hit over $1M for graduating seniors in 2023
  - Fund for Public Education funding supported dental care, meal support and other essentials

- **2023-2024 Goals:**
  - Continually develop student and family engagement and support
  - Frequent staff and family input surveys
  - Listening Sessions for Parents and Staff
  - Family University increased efforts
  - Establishment of Superintendent's Student Advisory Council
  - Facilitate a drug, alcohol, and vape prevention information night for community members

Goal #3 *Effective and Efficient Operations*

- **2022-2023 Accomplishments:**
  - Used funding to decrease cost of technology for students and staff
  - Increased transportation efficiencies and updated fleet using DERA
  - Increased support for employees and parents through improved technology in human resources
  - Improved procurement process of goods and services to comply with board policies
  - Increased coordination and communication with administrators and building staff to address district needs
  - Pivoted from traditional meal service to provide over 50k meals during school closure. Secured $90k in donations
  - Focused on relational and standards based approach among facilities staff
  - Key projects to ensure environment is adequate to support Success 22- JHMS addition/renovation, roof replacement, repurposed trailers at JES into employee housing
  - Aligned all operational work with best practices
  - Zero citations issued to drivers
  - Maintained highly attended, monthly safety meetings and over 20 hours of offered PD for staff
  - Trained and Equipped Mechanics in skills and designated trainings through state and vendor certification programs
  - Developed fully compliant FMCSA ELDT (Entry Level Driver Training) program for Commercial driver training and registered through the FMCSA
  - Completed both required bus inspections with help from Wyoming Highway Patrol
  - Opened four new employee housing units “The Cottages at Willow II”
  - Successful bid process for TCSD Housing project, Bronc Achievement Center and WES entry vestibule
  - Completion of $3.9M major maintenance projects
  - Secured SLIB loan to fund TCSD housing
- **2023-2024 Goals:**
  - Explore additional tools to educate and assist staff about compensation package, health insurance, policy, and other human resources related topics
  - Balance Food Service costs with the priority supporting the nutritional needs of the students
  - Provide adequate and suitable building assets for students per Wyoming standards
  - Enhance safety for students and staff in all areas of operational services
  - Leverage technology to improve education for all students
  - Design and start construction of new entry vestibules at JHHS and WES
  - Construct affordable and stable housing for staff
  - Design and construct spaces for secondary students in alignment with state standards
  - Continue to improve the ELDT (Entry Level Driver Training)

Goal #3 Recruit and retain high quality staff

- **2022-2023 Accomplishments:**
  - Comprehensive benefit review, employee benefit cost share, provide professional development and onboarding for all staff
  - Maintained a competitive compensation package complete with a robust benefits package and competitive salaries
  - Improved the financial audit process and end of year functions which created more accurate reporting and ease during the audit process
  - Formed a steering committee to inform the health insurance renewal process and offered more informational meetings for staff to learn about their benefits
  - Continued to improve the reporting and accountability processes in food service
  - Implemented a district wide wellness program and hired a benefits and wellness coordinator
  - Succeeded in SPET ballot initiatives for the BAC and Employee Housing
  - Developed the TCSD Wyoming Teacher Apprentice program in conjunction with WDE and PTSB. Seven apprentices were selected to start in the 2023-2024 school year
  -

- **2023-24 Goals:**
  - Create more targeted outreach for hard to fill positions
  - Continue to improve the ELDT (Entry Level Driver Training)
  - Continue to improve the food service offerings and work with school administrators for feedback
  - Continue to offer improved support for staff and communicate all benefits to all employees
  - Recognition programs for staff - increased access to wellness for all staff
  - Continue to create opportunities for staff to be heard and understood, to voice concerns or suggestions
  - Monitor the WTA process and provide training for mentor teachers
  - Create Teacher pathway to recruit future educators

Goal #3 Policy reviews and updates

- **2022-2023 Accomplishments:**
  - Helped staff understand policies by participating and communicating changes
  - Review any suggested edits and align processes with policy
  - Updated specific policies to be in alignment with Legislative changes, best practice and providing guidance to district
  - Provided training and process for the Title IX Regulations, assigned roles and responsibilities

- **2023-2024 Goals:**
  - Continue to evaluate our processes and align to updated policy
  - Ensure staff are aware of policy changes and procedures are aligned to policies
  - Continue to provide training and process for board policies and requirements
  - Superintendent's Advisory Council assists with decision making, communicating with all departments and facilities
  - Superintendent's Student Leadership Council development to hear student voice and incorporate into practices and procedures

Goal #4 *Positively Informed & Engaged Community*

- **2022-2023 Accomplishments:**
  - Provided consistent and timely communications to families in English and Spanish
  - Launched new notification systems to enhance ability to communicate essential information with families and staff
  - Provided stakeholder input opportunities for Smart Start Plan
  - Launched new district website
  - Worked collaboratively with local, regional and national media outlets
  - Issued bi-monthly district-wide newsletters
  - Issued weekly staff communication
  - Supported online meetings allowing stakeholder participation in board meetings
  - Provided effective and efficient communication around district events and process to include parents
  - Hired District Wellness Coordinator
  - Hired Family Liaison Coordinator and Leaders in each building
  - Hired After School Coordinator to improve options for all students to have access to high quality and engaging activities after school.

- **2023-2024 Goals:**
  - Continue to provide and build on previous consistent and timely communications to families and staff
  - Continue to provide consistent and high quality translation and interpretation services
  - Continue to increase use of TCSD website and social media platforms
  - Continue to enhance community partnerships and participation in district/school events and programs
  - Continue participation in district surveys/outreach efforts
  - Identify key parent issues/concerns to ensure adequate efforts to address
  - Launch intranet with key resources and links for staff, provide staff training
  - Continue working with district staff groups to expand and enhance input opportunities
  - Employee training re: media relations and communications, policies and procedures
  - Family University programming available in person and on-line
  - Family Engagement Coordinator to support families and engage families in supporting students
  - Ensure all students and families know how to report concerns and access support services when needed

2022-2023 *Success 22*

Accomplishments

- ★ Evaluation and feedback for growth - teachers, classified and administration
- ★ Middle school focus on curriculum - rigorous, written/taught/tested are in alignment
- ★ Evaluated elementary curriculum work and measurement
- ★ Secondary focus on students in ELD who have not yet exited services
- ★ Expanded early childhood education and care for children of staff and students
- ★ Streamlined operations for efficiency and be more paperless
- ★ Safety and security enhancements focus
- ★ Family Liaison Coordinator increased meaningful involvement and input with families
- ★ Increased engagement and wellness services for students, staff, families
- ★ Staffing efficiencies
- ★ Reviewed facilities and develop comprehensive approach to repairs and long term planning
- ★ Plan for existing land and facilities to bring secondary schools up to date
- ★ Increased housing security for staff
- ★ TCSD Kind (Restorative Justice, mindfulness, respect, healthy relationships and behaviors)
- ★ Ensure balance and equity in resources, services, programming and opportunities
- ★ Active community involvement and partnerships with community resources and Fund for Public Education
- ★ After School Coordinator created more engagement

2023-2024 *Success 22*

Focus Areas

- ➔ Increase opportunities for student success via RIDE program
- ➔ Assessment and evaluation of student progress on standards
- ➔ Use of Multi Tiered System of Support to address gaps
- ➔ Focus on instruction, rigorous content
- ➔ Curriculum review to ensure rigorous, written/taught/tested are in alignment
- ➔ Implement elementary curriculum work and measurement, with emphasis on language arts
- ➔ Secondary focus on students in ELD who have not yet exited services
- ➔ Expand early childhood education and care
- ➔ Vertical alignment between all schools
- ➔ Increase social/emotional support for students, families, staff
- ➔ Create opportunities for staff to voice concerns and propose solutions
- ➔ Safety and security enhancements focus
- ➔ Facility enhancements to address growth
- ➔ AVID implementation at JES, JHMS, SIS, JHHS
- ➔ Continue to explore staffing efficiencies
- ➔ Review facilities and develop comprehensive approach to repairs and long term planning
- ➔ Increase housing security for staff
- ➔ Ensure balance and equity in resources, services, programming and opportunities
- ➔ Active community involvement and partnerships with community resources
- ➔ Streamline operations for efficiency
- ➔ Training on anti-discrimination
- ➔ Increase engagement of students, parents, staff
- ➔ Recognition programs for staff
- ➔ Participation in the WY Teacher Apprenticeship