



Fremont County School District #21

SCHOOL IMPROVEMENT PLAN | 2025-26

[SCHOOL IMPROVEMENT GUIDE | K-12 WIN-CULTURE SCORECARD](#)

[Fort Washakie Google Site](#)

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INTRODUCTIONS

CONSULTATION

Questions	Answers
Initial INQUIRY . . .	DATE: May 2020 CONTACTS: • Ann Abeyta (FCSD #21 Curriculum Director) • Deb Smith (FCSD #21 Superintendent) MESSAGES: • “Good morning Jed! I heard great things about the work you are doing with Fremont 38. I am currently the curriculum coordinator for our district but I will be going on sabbatical for two years. I will share with Deb the great things that I have heard about your work. I'm sure she will want to learn more about your services directly from you as well. Have a great day!” (Ann Abeyta) • “Hi Jed! Our superintendent was impressed with the the Improvement Plan I showed him today. His name is Terry Ebert. His email is tebert@fortwashakieschool.com. The district office is 307-332-5983. Thank you!” (Anne Abeyta) • “Jed, Hello! It was great checking in with you. I do want to work with Win-Culture specifically for our need's assessment and some additional coaching. However, when we met with the team from EdDirection, our admin team agreed that the need's assessment was the only service we were willing to commit to for this school year. In reading the statement of work and schedule, I feel that we can only handle these specific services at this time. I want to be transparent with you regarding what we want, what we're willing to commit to, and I do not want to waste your time or efforts. Please amend the SOW and then we can proceed. I do look forward to working with you.” (Deb Smith)
Statement of the PROBLEM? (Why are you seeking external support?)	• Student achievement ◦ FW WY-TOPP Scores (2020-21) • Lack of alignment and implementation across the district with curriculum, core resources, instruction, assessments, structures, expectations, etc. • No need to add new practices; our focus needs to be on improving the level of implementation across the district.



What is the OBJECTIVE ? (What are you hoping to accomplish?)	• Comprehensive Needs Assessment (Pre-Appraisal)
How soon are you expecting to change RESULTS ?	• Spring 2021
What are your current GOALS as an organization?	•
What PRIMARY STAKEHOLDERS are involved?	• Locations: 1 (FCSD #21) • Senior Management: 1 ○ Superintendent: Deb Smith • Middle Management: 4 ○ Elementary Principal: Daryl Michael ○ MS Principal: Owen St. Clair ○ Secondary Principal: Brandon Ray (*Not current) ○ SPED Director: Brooke Enos • Rank-And-File Employees: 51 (core staff members)
What is your BUDGET ?	• N/A



OVERVIEW

DELIBERATE PRACTICE

WHAT	WHY	HOW
<u>Deliberate Practice</u> is a research-based framework used to develop expert-level performance in any skill/field, using the following framework (scope + intensity + consistency): 1. Narrow & Align FOCUS 2. Ongoing COACHING 3. Spaced REPETITION 4. MEASURED Growth 5. Sustained COMMITMENT Generally speaking, change fails due to a lack of one or more of the following: Growth Mindset, focus, alignment, accountability.	Experts advise the following: <u>The Ultimate Deliberate Practice Guide: How to Be the Best</u>; <u>The Making of an Expert</u>; <u>The Role of Deliberate Practice</u>; <u>Deliberate Practice for Deliberate Growth</u>; <u>Peak: How to Master Almost Anything</u>; <u>Expert Performance: Its Structure and Acquisition</u>; <u>How Experts Practice: A Novel Test of Deliberate Practice Theory</u>; <u>Deliberate Practice and Acquisition of Expert Performance</u>; <u>The Influence of Experience and Deliberate Practice</u>; <u>The Relationship Between Deliberate Practice & Performance</u>; <u>An Overview and Critique: “Theory of Deliberate Practice”</u>	To combat a lack of focus/alignment/accountability, leadership teams can apply principles of <u>Deliberate Practice</u> and <u>Implementation Science</u> by using the <u>WIN-CULTURE GUIDE</u> to systematically implement change initiatives (programs, projects, practices, processes, policies, tools, training, etc.) that not only enhance organizational outcomes, but are also sustained over time.



WIN-CULTURE GUIDE

NARROW FOCUS

#1: APPRAISAL

Instructions

1. Review the linked article: [Stakeholder Analysis & Management](#)
2. Classify “Primary Stakeholders” in the table below:

Primary Stakeholders			
Site/Location	Name of Group	Description	# of People
Central Office	Senior Management	• Superintendent: Deb Smith • Curriculum, Assessment, & Consolidated Grant Director: Erica Parker • SPED Director: Carmela Demler • Indian Education Coordinator: Randy Nagitsy	4
Schools	Middle Management	• Elementary School Principal: Owen St. Clair • Middle School Principal: Hillary Reisig • High School Principal: Christy Wright	3
Schools	First-Line Management	• Building Leadership Teams: ○ FWES ○ FWMS ○ FWHS	40
	Rank-And-File Employees	• Teachers/Staff	100



3. Conduct an *Appraisal (360-Degree Review)* to collect, organize, and report [stakeholder](#) input based on the *Fundamentals of Organizational Culture* (WIN-CULTURE SCORECARD).

Template	Scorecard	Artifacts/Resources
Appraisal Report (Template)	K-12 WIN-CULTURE SCORECARD	• FCSD #21 Appraisal Report (Spring 2025) • FCSD #21 Appraisal Report (2020-21)

#2: READINESS

Instructions:

1. All senior leaders study and sign the “Partnership Terms & Conditions” prior to entering into a formal partnership.
2. Conduct the “Readiness Survey” to identify readiness levels of various stakeholder groups and determine the willingness of stakeholders to engage in organizational change (senior management, middle management, first-line management, rank-and-file employees)

Template	Artifacts/Resources
Partnership Terms & Conditions (Template)	FCSD #21 Partnership Terms & Conditions (2025-26)
Readiness Survey (Template)	

#3: LEADERSHIP TEAM

A. CONNECTED NETWORK (LEADERSHIP TEAM)

Instructions

1. Establish a formal leadership team that includes a representative from each department/group (all departments/groups MUST be represented).
2. Record the name and associated information for each leadership team member (table below).

District Leadership Team

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Position	Name	Email	Direct Supervisor	# of Direct Reports
District Superintendent	Deb Smith	dsmith@fortwashakieschool.com	FCSD #21 Board of Trustees	15+
Business Manager	Michele Neuenschwander	mneuenschwander@fortwashakieschool.com	District Superintendent	5
Curriculum, Assessment, & ESEA Consolidated Grant Director	Erica Parker	eparker@fortwashakieschool.com	District Superintendent	3
SPED Director	Carmela Demler	cdemler@fortwashakieschool.com	District Superintendent	10+
Indian Education Director	Randy Nagitsy	rnagitsy@fortwashakieschool.com	District Superintendent	5
Elementary School Principal	Owen St. Clair	owstclair@fortwashakieschool.com	District Superintendent	20+
Middle School Principal	Hillary Reisig	hreisig@fortwashakieschool.com	District Superintendent	20+
High School Principal	Christy Wright	cwright@fortwashakieschool.com	District Superintendent	20+
Athletic Director	Gale Rowan	growan@fortwashakieschool.com	District Superintendent	10
IT Director	Fiona Guina	fguina@fortwashakieschool.com	District Superintendent	5

FWES Building Leadership Team

Position	Name	Email	Direct Supervisor	# of Direct Reports
Elementary School Principal	Owen St. Clair	owstclair@fortwashakieschool.com	Superintendent	20+



Instructional Facilitator	Lisa Moss	lmoss@fortwashakieschool.com	CIA Director	0
Title 1	Diane Trembly	dtrembly@fortwashakieschool.com	FWES Principal	0
SPED	Megan Clarke	mclarke@fortwashakieschool.com	FWES Principal/SPED Director	0
Specials (PE)	Fredde Reed	freed@fortwashakieschool.com	FWES Principal	0
PK	Dana Johnson	dharr@fortwashakieschool.com	FWES Principal	0
Kindergarten	Renee CrookedArm	rcrookedarm@fortwashakieschool.com	FWES Principal	0
1st Grade	Tammy Snyder	tsnyder@fortwashakieschool.com	FWES Principal	0
2nd Grade	Jeff Judkins	jjudkins@fortwashakieschool.com	FWES Principal	0
3rd Grade	Rhiann Layton	rlayton@fortwashakieschool.com	FWES Principal	0
4th Grade	Michelle Oberly	moberlyblackburn@fortwashakieschool.com	FWES Principal	0
5th Grade	Whitney Sutt	wsutt@fortwashakieschool.com	FWES Principal	0
Counselor	Karen Harms	kharms@fortwashakieschool.com	FWES Principal	0
Paraprofessional	Shannon Stephenson	sstephenson@fortwashakieschool.com	FWES Principal	0

FWMS Building Leadership Team				
Position	Name	Email	Direct Supervisor	# of Direct Reports
Middle School Principal	Hillary Reisig	hreisig@fortwashakieschool.com	Superintendent	20+
Instructional Facilitator	Vivica Etter	vetter@fortwashakieschool.com	CIA Director	0



Science Teacher	Mark Roy	mroy@fortwashakieschool.com	FWMS Principal	0
Language Arts Teacher	Krista Snyder	ksnyder@fortwashakieschool.com	FWMS Principal	0
Social Studies Teacher	John Dietrich	jdietrich@fortwashakieschool.com	FWMS Principal	0
Math Teacher	Emily Eldridge	eeldridge@fortwashakieschool.com	FWMS Principal	0
Special Education Teacher	Devan Leonard	dleonard@fortwashakieschool.com	FWMS Principal/SPED Director	0
Interventionist	Theresa Cicchinelli	tcicchinelli@fortwashakieschool.com	FWMS Principal	0
Elective Teacher	Iva Redman-Moss	imoss@fortwashakieschool.com	FWMS Principal	0
Paraprofessional	Amber Romsa	abales@fortwashakieschool.com	FWMS Principal	0
Indian Education Director	Randy Nagitsy	rnagitsy@fortwashakieschool.com	District Superintendent	5

FWHS Building Leadership Team				
Position	Name	Email	Direct Supervisor	# of Direct Reports
HS Principal	Christy Wright	cwright@fortwashakieschool.com	Superintendent	20+
Athletic Director	Gale Rowan	growan@fortwashakieschool.com	District Superintendent	10
Instructional Facilitator	Vivica Etter	vetter@fortwashakieschool.com	CIA Director	0
Guidance Counselor	Scott Polson	spolson@fortwashakieschool.com	FWHS Principal	0
ELA	Mike Read	mread@fortwashakieschool.com	FWHS Principal	0
Math	Erick Sands	msands@fortwashakieschool.com	FWHS Principal	0



Science	John Gookin	jgookin@fortwashakieschool.com	FWHS Principal	0
Specials	Cory Higgs	chiggs@fortwashakieschool.com	FWHS Principal	0
SPED (College/Career Counselor)	Vivica Etter	vetter@fortwashakieschool.com	FWHS Principal	0
Social Studies	Dylan Molloendorf	dmoellendorf@fortwashakieschool.com	FWHS Principal	0
Indian Ed. Coordinator	Stephen Valdez (Chaske)	svaldez@fortwashakieschool.com	FWHS Principal	0
Agriculture (CTE)	Lincoln David	ldavid@fortwashakieschool.com	FWHS Principal	0
SPED Teacher	Christina Burke	cburke@fortwashakieschool.com	FWHS Principal/SPED Director	0

B. AGREEMENT (LEADERSHIP TEAM)

Instructions

1. Have every leadership team member review and sign the “Leadership Team Agreement.”

Template	Artifacts/Resources
Leadership Team Agreement (Template)	• FCSD #21 Partnership Terms & Conditions (2025-26) • FWES BLT Agreement (2025-26) • FWMS BLT Agreement (2025-26) • FWHS BLT Agreement (2025-26)

C. COLLABORATION TIME (MEETINGS)

Instructions

1. Determine how often the leadership team will be meeting (recommendation: bi-monthly).
2. Review organizational calendar and schedule recurring Leadership Team Meetings (recommendation: same day and time).

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3. Introduce and implement a common meeting agenda template that incorporates research-based practices:
 - a. Leadership: [K-12 Leadership Team Meeting Agenda \(Template\)](#); [K-12 Leadership Meeting Rubric](#)
 - b. Professional Learning Communities (PLCs): [PLC Meeting Agenda \(Template\)](#); [PLC Meeting Rubric](#)

Leadership Teams			
Team	Meeting Occurrence	Date	Time
District Leadership Team	Weekly	Mondays	1:00 PM - 3:00 PM
FWES Building Leadership Team	Bi-Monthly	When Win-Culture is On Site	3:30 PM - 4:30 PM
FWMS Building Leadership Team	Bi-Monthly	When Win-Culture is On Site	3:30 PM - 4:30 PM
FWHS Building Leadership Team	Monthly	When Win-Culture is On Site	3:30 PM - 4:30 PM

#4: COLLABORATIVE SYSTEM

Instructions

1. As a leadership team, ensure all teams have sufficient, protected time to collaborate.
2. Review organizational calendar and coordinate with all team leads to accommodate scheduling recurring Team Meetings.
3. Introduce and implement a common meeting agenda template that incorporates research-based practices:
 - a. Leadership: [K-12 Leadership Team Meeting Agenda \(Template\)](#); [K-12 Leadership Meeting Rubric](#)
 - b. Professional Learning Communities (PLCs): [PLC Meeting Agenda \(Template\)](#); [PLC Meeting Rubric](#)

FWES			
Team	Meeting Occurrence	Date	Time
PreK-K	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM



1st Grade	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
2nd Grade	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
3rd Grade	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
4th Grade	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
5th Grade	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM

FWMS

Team	Meeting Occurrence	Date	Time
ELA PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
Math PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
Science PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
Social Studies PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
CTE PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
Specials PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM

FWHS

Team	Meeting Occurrence	Date	Time
ELA PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
Math PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM



Science PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
Social Studies PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
CTE PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM
Specials PLC Team	Weekly	Fridays (Early Out Schedule)	1:30 PM - 2:30 PM

#5: ROOT CAUSE ANALYSIS

Instructions:

1. As a leadership team, analyze the *Appraisal Report* (stakeholder input) by conducting a *Root Cause Analysis* to accurately identify organizational needs:

Template	Artifacts/Resources
Root Cause Analysis (Protocol)	• FCSD #21 Goal Data Analysis Appraisal (Spring 2025) • FCSD #21 Goals Annual Action Plan (2024-25) • FCSD #21 Goals Annual Review (2024-25)

#6: LEADERSHIP TEAM RETREAT

Instructions

1. As a leadership team, schedule a leadership retreat at an off-site venue .
2. As a leadership team, work collaboratively to plan the retreat agenda that may include the following: Fun (socializing, competitions, food, prizes, etc.); Team building/cohesion; Empowering stakeholders; Leadership development; Role clarity; Strategic planning (goals, plans, etc.)

Template	Artifacts/Resources
Leadership Retreat Agenda (Template)	• FCSD #21 DLT Retreat Agenda (8.4-6.25) • PD CONTENT - DLT Retreat (8.4-6.25) • PICTURES (DLT Retreat)



- [RESULTS - FCSD #21 DLT Retreat Reflection Survey \(8.4-6.25\)](#)

#7: STRATEGIC PLANNING

A. ESTABLISH GOALS

Instructions:

- As a leadership team, collaboratively analyze relevant data to complete the following:
 - Empower stakeholders by actively involving them in strategic planning.
 - Accurately identify organizational needs.
 - Create relevant, effective, aligned goals.
 - Align performance management criteria/tools/practices within and across stakeholder groups with organizational goals.
 - Develop an execution plan that outlines specific actions, owners, deadlines, and resources needed to execute goals.

Template	Artifacts/Resources
Strategic Planning Protocol (Template)	• FCSD #21 Annual Strategic Planning (2025-26) • FCSD #21 Goals Annual Review (2024-25) • FCSD #21 Goals Annual Action Plan (2024-25)

B. DEVELOP EXECUTION PLAN (GOALS)

GOAL #1

Objective & Priority Practices	Rationale	Domain
The District Leadership Team (DLT) owns school improvement efforts: • All district leaders honor and execute the following: 1) School Improvement Guide 2) School Improvement Partnership (Terms & Conditions) • Enhance district cohesion by creating and executing common goals that are aligned	An empowered, unified leadership team narrowly focused on the execution of aligned goals enhances	Leadership/Team/Data

across the district • The DLT formally collaborates regularly (1x/week) and utilizes the FCSD #21 DLT Meeting Agenda (Template) to plan and facilitate effective meetings that are focused on school improvement • Collaboratively develop DLT-specific norms to guide team collaboration (Team Norms) • Establish and implement a communication plan to enhance transparency across the district for respective stakeholders (Communication Plan) • School leaders provide relevant updates at team meetings during the “Announcements” agenda item (DLT Meetings, BLT Meetings) collective efficacy and quality of instruction, both of which directly improve student achievement.				
S	M	A	R	T
List SPECIFIC priority practices (input)	How will we MEASURE growth? (scorecard /tools)	What support/resources are needed to ACHIEVE ?	How is this RELEVANT to the objective?	What is the TIMELINE to start, measure, and achieve?
All district leaders honor and execute the following: 1) School Improvement Guide 2) School Improvement Partnership (Terms & Conditions)	All district leadership team members sign the following: School Improvement Partnership (Terms & Conditions)	• School Improvement Guide • School Improvement Partnership (Terms & Conditions)	Ensures proper structure, focus, and accountability for school improvement initiative	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Enhance district cohesion by creating and executing common goals that are aligned across the district	Complete the linked protocols at the DLT retreat	• Strategic Planning (Protocol) • Goals Annual Review (Protocol) • Goals Annual Action Plan (Protocol)	Using stakeholder input and goal data to inform strategic planning ensures relevant goals	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
The DLT formally collaborates regularly (1x/week) and utilizes the FCSD #21 DLT Meeting Agenda (Template)	DLT meeting agendas	FCSD #21 Meeting Agenda (Template)	Establishing protected time to collaborate ensures the team follows through on team collaboration	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026

to plan and facilitate effective meetings that are focused on school improvement				
Collaboratively develop DLT-specific norms to guide team collaboration (Team Norms)	• DLT completes the following protocol: Team Norms • DLT meeting agendas	• Team Norms (Protocol) • FCSD #21 Meeting Agenda (Template)	Collaboratively constructed norms fosters effective team collaboration	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
All Building Leadership Teams honor and execute responsibilities outlined in the Leadership Team Agreement (Template)	• Signed agreement • Building Leadership Teams' meeting agendas	• Leadership Team Agreement (Template) • FCSD #21 Meeting Agenda (Template) • Leadership Team Meeting Rubric	Outlined Collective Commitments are necessary to successfully achieve goals	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Empower primary stakeholders by actively involving them the Building Leadership Teams in Strategic Planning (Protocol) to collaboratively establish goals	The leadership team establishing developed goals	☐ Strategic Planning (Protocol) ☐ Goals Annual Review (Protocol) ☐ Goals Annual Action Plan (Protocol)	This process ensures the development of relevant goals that provide a narrow focus, based on stakeholder input	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Establish and implement a communication plan to enhance transparency across the district for respective stakeholders (Communication Plan)	DLT completes the linked "Communication Plan" protocol	Communication Plan (Protocol)		START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
The Building Leadership Team regularly practice and model the implementation of	• Meeting agendas • Rotate assigned meeting roles with	• FCSD #21 Meeting Agenda (Template) • Leadership Team	Successful modeling from leadership team members will provide sufficient	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026



research-based collaborative practices during protected collaboration time: School leaders provide relevant updates at team meetings during the “Announcements” agenda item (DLT Meetings, BLT Meetings)	team members	Meeting Rubric PLC Meeting Agenda (Template) PLC Meeting Rubric	scaffolding to support implementation of research-based practices within and across teacher teams	
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IMPLEMENTATION SCHEDULE

Specific Action Items	Owner	Deadline	Resources/Artifacts
☐ DLT complete the following: ☐ School Improvement Guide ☐ School Improvement Partnership (Terms & Conditions)	District Leadership Team (DLT)	Fall 2025	
☐ Enhance district cohesion by creating and executing common goals that are aligned across the district ☐ Strategic Planning (Protocol) ☐ Goals Annual Review (Protocol) ☐ Goals Annual Action Plan (Protocol)	District Leadership Team (DLT)	Fall 2025	
☐ The DLT formally collaborates regularly (1x/week) and utilizes the FCSD #21 DLT Meeting Agenda (Template) to plan and facilitate effective meetings that are focused on school improvement	District Leadership Team (DLT)	2025-26 SY	
☐ Collaboratively develop DLT-specific norms to guide team collaboration (Team Norms)	DLT; Win-Culture	Fall 2025	



☐ All leadership teams model the implementation and execution of research-based collaborative practices (FCSD #21 DLT Meeting Agenda (Template) / Leadership Team Meeting Rubric)	District Leadership Team (DLT); Building Leadership Teams (FWES, FWMS, FWHS)	2025-26 SY	
☐ All BLT's study and sign the Leadership Team Agreement (Template)	Building Leadership Teams (FWES, FWMS, FWHS)	Fall 2025	
☐ All BLT's collaboratively construct schoolwide goals: ☐ Strategic Planning (Protocol) ☐ Goals Annual Review (Protocol) ☐ Goals Annual Action Plan (Protocol)	Building Leadership Teams (FWES, FWMS, FWHS)		
☐ Establish and implement a communication plan to enhance transparency across the district for respective stakeholders (Communication Plan)	District Leadership Team (DLT)	Fall 2025	

PROGRESS MONITORING (GOAL #1)

Date	Time	Location	Reflection (Goal Achievement)
Quarter 1:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 2:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐



Quarter 3:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 4:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐

GOAL #2

Objective & Priority Practices	Rationale	Domain
Enhance district climate by developing positive interpersonal relationships within and across stakeholder groups: - Invest in regular opportunities for staff to participate in wellness and team building activities - Schedule community outreach events to improve communication and relationships with stakeholders (staff, students, families, community) - School administrators regularly schedule and execute 1:1 check-ins with direct reports (N.E.T.T. Checks) - Implement and execute the mentoring program to improve onboarding and development for all new staff (Mentor Program Checklist) - Provide training and implement common norms related to the Growth Mindset	As staff performance improves, due to an increase in relational trust, teachers will provide higher quality instruction, also providing a more equitable education for students.	Climate

S	M	A	R	T
List SPECIFIC priority practices (input)	How will we MEASURE growth? (scorecard /tools)	What support/resources are needed to ACHIEVE ?	How is this RELEVANT to the objective?	What is the TIMELINE to start, measure, and achieve?
Invest in regular opportunities for stakeholders to participate in team building activities within and across teams	- School PD content and activities Pre-Appraisal and Post-Appraisal to measure growth of relational trust within and across teams (School Improvement Scorecard)	R.E.A.P. Relationships Team Building Discussions (Resource Table)	Investing deliberate time to enhance relational trust among stakeholders will improve organizational climate and performance	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Schedule community outreach events to improve communication and relationships with stakeholders (staff, students, families, community)	Community events schedule	Coordination with Office of Indian Education	Investing deliberate time to enhance relational trust among stakeholders will improve organizational climate and performance	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Assigned leaders regularly schedule and execute 1:1 check-ins with all direct reports (N.E.T.T. Checks)	- Meeting notes (N.E.T.T. Checks) Pre-Appraisal and Post-Appraisal to measure growth of relational trust within and across teams (School Improvement Scorecard)	R.E.A.P. Relationships N.E.T.T. Checks (Template)	Leaders meeting intentionally with direct report will enhance the following: needs, expectations, trust, talent	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026

Implement and execute the mentoring program to improve onboarding and development for all new staff (Mentor Program Checklist)	- Assign mentors to mentor new employees - Complete the Mentor Program Checklist for each mentee	☐ Mentoring Program (Guide) ☐ Mentor Program (Checklist)	Providing new employees with appropriate support ensures their development, as well as a positive experience	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Provide training and implement common norms related to the Growth Mindset	- School PD content and activities - Building Leadership Team meeting agendas - PLC meeting agendas	FCSD #21 DLT Meeting Agenda (Template) Leadership Team Meeting Rubric PLC Meeting Agenda (Template) PLC Meeting Rubric	Growth Mindset characteristics cultivate and enhance interpersonal relationships	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026

IMPLEMENTATION SCHEDULE

Specific Action Items	Owner	Deadline	Resources/Artifacts
☐ Conduct Pre-Appraisal and Post-Appraisal to measure growth of relational trust within and across teams (School Improvement Scorecard)	Win-Culture	Spring 2025	
☐ Assigned leaders regularly schedule and execute 1:1 check-ins with all direct reports (N.E.T.T. Checks)	School Leaders	2025-26 SY	
☐ Schedule events for stakeholders to participate in team building discussions/activities to enhance relational trust within and across stakeholder groups	School Leaders; District Leadership Team; Office of Indian Education	2025-26 SY	
☐ Review norms at the beginning of meetings and professional development sessions ☐ FCSD #21 DLT Meeting Agenda (Template)	All Staff	2025-26 SY	



☐ PLC Meeting Agenda (Template)			
☐ Assign mentors to new employees and provide formal mentor training for assigned mentors ☐ Mentoring Program (Guide) ☐ Mentor Program (Checklist)	Win-Culture; Coaches (CIA)	2025-26 SY	

PROGRESS MONITORING (GOAL #2)			
Date	Time	Location	Reflection (Goal Achievement)
Quarter 1:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 2:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 3:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 4:			GLOWS: •



GROWS:



NEXT STEPS (ACTION ITEMS):



GOAL #3

Objective & Priority Practices			Rationale	Domain
Professional Learning Communities (PLCs) become highly-intentional, collaborative teams : • Schedule and protect formal collaboration time for all teams, including Professional Learning Communities (PLCs) • Implement a common meeting agenda template across the district to ensure execution of research-based practices (PLC Meeting Agenda) • School admin regularly observe PLC meetings to enhance implementation of research-based collaborative practices • Regularly collect, analyze, and respond to Student Achievement Data to plan instruction and address student needs: Data-Driven Instruction (Template)/Student Proficiency Tracker (Template)			Teams that are efficient and effective during collaboration and analyze relevant data to plan instruction increase collective efficacy and successfully address student needs.	Teamwork
S	M	A	R	T
List SPECIFIC priority practices (input)	How will we MEASURE growth? (scorecard /tools)	What support/resources are needed to ACHIEVE ?	How is this RELEVANT to the objective?	What is the TIMELINE to start, measure, and achieve?
All teams schedule regular, protected time to formally collaborate	• Team leaders send meeting invites to ensure all teams have regular, protected time collaborate • Team meeting	• PLC Meeting Agenda (Template) • PLC Meeting Rubric	In order for teams to effectively collaborate, there must be scheduled, protected time	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026



	agendas			
All teams execute research-based practices during formal collaboration time by implementing a common meeting agenda template: PLC Meeting Agenda (Template)	Team meeting observations score high on the meeting rubric (Proficient - Advanced)	• PLC Meeting Agenda (Template) • PLC Meeting Rubric	Team meeting observations measure the quality of intentionality and overall productivity	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
School admin regularly observe PLC meetings to enhance implementation of research-based collaborative practices	School admin conduct PLC meeting observations	PLC Meeting Rubric	Measurement of implementation ensures execution	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Continuously collect, analyze, and respond to Student Achievement Data to plan instruction and address student needs (Data-Driven Instruction)	Teacher team meeting agendas	• PLC Meeting Agenda (Template) • Student Achievement Data (Overview) • Data-Driven Instruction (Protocol)	Teams accurately identify needs and plan instruction based on individual student needs	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026

IMPLEMENTATION SCHEDULE

Specific Action Items	Owner	Deadline	Resources/Artifacts
☐ Team leaders coordinate with district/school leaders to ensure teams have protected time to collaborate, and then send calendar invites for all scheduled meetings	District/School Leaders; Team Leaders (PLC teams)	Fall 2025	
☐ District/school leaders provide ongoing coaching and professional development on implementing and	Win-Culture; District/School Leaders; Teacher Teams	2025-26 SY	



executing research-based collaborative practices: ☐ PLC Meeting Agenda (Template) ☐ PLC Meeting Rubric ☐ Student Achievement Data (Overview) ☐ Data-Driven Instruction (Protocol) ☐ Student Proficiency Tracker (Template)			
☐ Conduct team meeting observations ☐ PLC Meeting Rubric	Win-Culture; School Leaders	2025-26 SY	

PROGRESS MONITORING (GOAL #3)			
Date	Time	Location	Reflection (Goal Achievement)
Quarter 1:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 2:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 3:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS):



			☐
Quarter 4:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐

GOAL #4

Objective & Priority Practices			Rationale	Domain
Improve the quality of instruction by implementing effective practices that maximize student learning: • Collaboratively establish and post common expectations for student behavior that are consistently reinforced by all staff (MTSS Protocol) • Align curriculum with core standards and the state assessment: pacing guides, proficiency scales, CFAs, etc. (Curriculum Maps) • Implement high-leverage, research-based instructional practices across the district (Explicit Instruction) • Provide training and ongoing support for instructional facilitators and implement the DeMAC Coaching Cycle to guide coaching assignments • Regularly conduct classroom observations (admin/coaches observations, peer observations, etc.) • Provide staff with training on using WY-TOPP resources (modules, authoring tool, etc.) and establish common expectations and tools across subject areas to prepare for the state assessment (WY-TOPP)			Research shows that standards-aligned curriculum and research-based instructional strategies increase student engagement, ultimately improving student achievement.	Instruction
S	M	A	R	T

List SPECIFIC priority practices (input)	How will we MEASURE growth? (scorecard /tools)	What support/resources are needed to ACHIEVE ?	How is this RELEVANT to the objective?	What is the TIMELINE to start, measure, and achieve?
Collaboratively improve MTSS system to effectively identify and address individual student needs (MTSS Protocol)	Complete linked protocol (or something similar): MTSS Protocol	MTSS Protocol	The MTSS system is the most comprehensive system that helps educators effectively identify and address individual student needs	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Collaboratively establish and post common expectations for student behavior that are consistently reinforced by all staff	- Completed MTSS protocol - Classroom observations	MTSS Protocol Classroom Observation (Rubric)	Clear expectations and consistent reinforcement enhance predictability and behavior for students, which will improve engagement/achievement	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Align curriculum, instruction, and assessments with core standards and the state assessment (Curriculum Maps)	Teacher teams complete and submit curriculum maps for all courses	Curriculum Maps (Template)	Ensures that curriculum, instruction, and assessments are appropriately aligned with end-of-level accountability	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Implement research-based instructional practices across the district, including Explicit Instruction	- School PD content - Classroom observations	Classroom Observation (Rubric) Explicit Instruction Research-Based Pedagogy	Improving the quality of instruction enhances student engagement and achievement	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Provide training and ongoing support for instructional facilitators and implement the DeMAC Coaching Cycle to guide coaching assignments	Completed coaching cycles documented within district coaching tracker	DeMAC Coaching Cycle	Providing coaches with sufficient training, support, and tools, will ensure coaching effectiveness	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026

Regularly conduct classroom observations (admin/coaches observations, peer observations, etc.)	Classroom observations	• Classroom Observation (Rubric) • Explicit Instruction	Clear, reinforced expectations will improve the quality of instruction, as well as enhance student engagement and achievement	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026
Provide staff with training on using WY-TOPP resources (modules, authoring tool, etc.) and establish common expectations and tools across subject areas to prepare for the state assessment (WY-TOPP)	• Curriculum Maps • Classroom observations • Complete the following protocol: Planning Summative State Assessment	• Curriculum Mapping Guide • Classroom Observation (Rubric) • Planning Summative State Assessment	Ensures curriculum and instruction are aligned with state assessment criteria	START: Fall 2025 MEASURE: December 2025 ACHIEVE: Spring 2026

IMPLEMENTATION SCHEDULE

Specific Action Items	Owner	Deadline	Resources/Artifacts
☐ Collaboratively improve MTSS system to effectively identify and address individual student needs (MTSS Protocol)	Admin; District Leadership Team; MTSS Team	Fall 2025	
☐ Using stakeholder input, collaboratively determine, post and reinforce common expectations for student behavior	District Leadership Team	Fall 2025	
☐ Continue standards alignment initiative (Curriculum Maps (Template))	All Teacher Teams	2025-26 SY	
☐ Provide ongoing coaching and professional development on research-based instructional practices: ☐ Explicit Instruction (Overview)	School Leaders; Win-Culture	2025-26 SY	



☐ Research-Based Pedagogy (Info)			
☐ Schedule and execute ongoing training for district coaches to implement the DeMAC Coaching Cycle framework across the district	Win-Culture; Coaches	2025-26 SY	
☐ Regularly conduct classroom observations to reinforce common expectations, followed by appropriate feedback: Classroom Observation (Rubric)	School Leaders; Coaches; Win-Culture	2025-26 SY	
☐ Collaboratively complete the following protocol: Planning Summative State Assessment	District Leadership Team; Building Leadership Teams; PLCs	December 2025	

PROGRESS MONITORING (GOAL #4)

Date	Time	Location	Reflection (Goal Achievement)
Quarter 1:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 2:			GLOWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 3:			GLOWS:



			• GROWS: • NEXT STEPS (ACTION ITEMS): ☐
Quarter 4:			GROWS: • GROWS: • NEXT STEPS (ACTION ITEMS): ☐

#8: COMMUNICATION PLAN

Instructions:

1. As a leadership team, complete the *Communication Plan* protocol linked in the table below:

Template	Artifacts/Resources
Communication Plan (Protocol)	

#9: KICK-OFF PARTY (GOALS)

Instructions

1. As a leadership team, schedule, plan, and host a Kick-Off Party to explicitly communicate and celebrate organizational goals with primary stakeholders.

Template	Artifacts/Resources
Goals Kick-Off Slide Deck (Template)	



#10: LEADERSHIP DEVELOPMENT SYSTEM (ASSIGNED LEADERS)

Instructions

2. Enlist all assigned leaders in a leadership development system.

Template	Artifacts/Resources
L+M Paradox Development System (Education Leaders)	RESULTS - L+M Paradox Self-Assessment (DLT 9.18.25)



ONGOING COACHING

#11: 1:1 CHECK-IN MEETINGS (N.E.T.T. CHECKS)

Instructions

1. As a leadership team, coordinate implementation of [N.E.T.T. Checks \(Template\)](#) with all managers at all levels (senior/middle/first-line) to accomplish the following:
 - a. Identify and address NEEDS
 - b. Communicate and reinforce EXPECTATIONS
 - c. Build Relational TRUST ([R.E.A.P Relationships](#))
 - d. Develop TALENT

#12: WHOLE GROUP INSTRUCTION (GOALS)

Instructions

1. Schedule and execute regular professional development sessions with primary stakeholders that are aligned with organizational goals. (delivered by Win-Culture)
2. Refer to linked resource: [APPENDIX A: STATEMENT OF WORK & ARTIFACTS](#)

#13: 1:1/TEAM COACHING (GOALS)

Instructions

1. Schedule and execute regular 1:1/team coaching sessions with primary stakeholders that are aligned with organizational goals. (delivered by Win-Culture)
2. Refer to linked resource: [APPENDIX A: STATEMENT OF WORK & ARTIFACTS](#)

#14: RESEARCH-BASED PRACTICES (GOALS)

Instructions



1. As a leadership team, strategically model and implement research-based practices that are aligned with organizational goals within and across stakeholder groups.
2. Refer to linked resource: [APPENDIX A: STATEMENT OF WORK & ARTIFACTS](#)



SPACED REPETITION

#15: CONSISTENT PRACTICE (GOALS)

Instructions

1. Provide consistent, spaced opportunities for primary stakeholders to practice successful implementation of research-based practices that are aligned with organizational goals.
2. Refer to linked resource: [APPENDIX A: STATEMENT OF WORK & ARTIFACTS](#)



MEASURED GROWTH

#16: OBSERVATIONS (GOALS)

Instructions

1. Using previously established measurement tools, conduct regular observations (with feedback) within and across stakeholder groups to assess the implementation of research-based practices that are aligned with organizational goals ([Goal Data](#)).
2. Refer to linked resource: [APPENDIX A: STATEMENT OF WORK & ARTIFACTS](#)

#17: DATA ANALYSIS (GOALS)

Instructions

1. As a leadership team, continually collect, analyze, and respond to A) stakeholder input B) [Goal Data](#) within and across stakeholder groups to measure successful implementation of research-based practices that are aligned with organizational goals.

Refer to linked resource: [APPENDIX A: STATEMENT OF WORK & ARTIFACTS](#)

#18: POST-APPRAISAL

Instructions

1. Conduct a *Post-Appraisal* ([360-Degree Review](#)) to collect, organize, and report [stakeholder](#) input based on the *Fundamentals of Organizational Culture* (WIN-CULTURE SCORECARD) to measure growth from the initial *Appraisal*.

Template	Scorecard	Artifacts/Resources
Post-Appraisal Report (Template)	K-12 WIN-CULTURE SCORECARD	

SUSTAINED COMMITMENT

#19: GOAL ACHIEVEMENT

Instructions

2. Remain committed to executing strategic plans until all developed goals have been achieved to mastery level, ensuring lasting impact.
 - a. [Strategic Planning \(Protocol\)](#)
 - b. [SCHOOL IMPROVEMENT PLAN \(TEMPLATE\)](#)



APPENDIX

APPENDIX A: STATEMENT OF WORK & ARTIFACTS

*DISCLAIMER: Projected dates of services are subject to change.

Win-Culture Services: Scope of Work					
Date	Category	Participants	Description	Location	Artifacts

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