

West Allis-West Milwaukee School District
Strategic Plan - 2016-2021

Our Mission: The West Allis-West Milwaukee School District develops inquiry-driven, independent learners through instruction that is personalized and engaging, with a focus on college/career readiness and 21st century skill development.

Our Vision: The West Allis-West Milwaukee School District, in partnership with family and community, will foster personal excellence and life-long learning for all students.

Our Core Values

Trust. Integrity. Respect. Teamwork. Communication.

Building Blocks of Personal Excellence

	College & Career Readiness	Employee Engagement & Culture	Service to Our Stakeholders & Community	Financial Stability & Efficiency
Goal	Our students demonstrate personal excellence in college and career readiness; across multiple measures and pathways.	We build and support our team through clear, timely, and transparent communication, effective relationships, and professional development.	Our students, parents, staff, and community are engaged in achieving a shared vision of excellence.	We equitably align resources to our mission and vision and maintain fiscal stability. Our facilities are safe, efficient and provide 21 st century learning environments.
2021 Targets	<ul style="list-style-type: none"> 80% of students achieve college and career readiness (baseline reading 40.9% and baseline math 26.7%). The 4-year graduation rate increases from baseline 93.2% to 98%. Students enroll in 1,200 Advanced Placement Courses (baseline 1,028) and 65% score a 3 or better (baseline 55%). Students achieve Work Keys Certifications TBD. (Baseline to be set.) 80% of students perform proficient or advanced proficient on 3rd Grade State Assessments in reading (baseline 57.2%) and math (baseline 49.2%). Students demonstrate character education skills so they are better able to collaborate with others and contribute to the greater school community. (Baseline to be set). Students will demonstrate creativity so they are better able to innovate and problem-solve. (Baseline to be set). 	<ul style="list-style-type: none"> Employee Engagement as measured by the mean on the Employee Engagement Survey increases from baseline 3.79 to 4.19 out of 5. Annual employee turnover decreases TBD. (Baseline to be set.) Number of professional development offerings accessed by staff increases TBD. (Baseline to be set.) 	<ul style="list-style-type: none"> Increase attendance rate from 93.4% to 95%. Reduce exclusionary discipline incidents by 5% (baseline 941 incidents). Parent Satisfaction as measured by the mean on the Parent Satisfaction Survey increases from baseline 4.06 to 4.31 out of 5. The number of resident students who enroll in our district increases TBD. (Baseline to be set.) Parent involvement in organized groups connected to the school or district increases TBD. (Baseline to be set.) 	<ul style="list-style-type: none"> Annual audit results demonstrate fiscal stability. The student to teacher ratio will decrease from the current average of 24-1 at elementary and 30 – 1 at secondary. A gap analysis and adjustment of resources by school is conducted annually. A 5-year Capital Improvement Plan is implemented.

*College is defined as any post-high school education program; technical school, 2-year college, 4-year college, apprenticeship, internship, or military service.

	College & Career Readiness	Employee Engagement & Culture	Service to Our Stakeholders & Community	Financial Stability & Efficiency
Strategies	<ul style="list-style-type: none"> • Teach all students using high standards and a curriculum that provides a consistent foundation, includes differentiated/personalized learning and timely feedback for growth. • Integrate academic and career exploration opportunities for all students (K-12) using an Academic Career Plan. • Embed character education at every grade level and integrate innovative strategies so students are better able to collaborate with others and contribute to the greater school community. • Embed creativity education at every grade level with strategies to increase student imagination and inventiveness so students are better able to innovate and problem-solve. • Develop and maintain clear consistent expectations for district, school, and teacher level decision-making. 	<ul style="list-style-type: none"> • Provide strategic, meaningful, job-embedded professional development with reasonable time expectations. • Grow our next leaders by providing leadership development opportunities. • Mentor and provide coaching feedback to all staff; including leadership. • Actively engage in demonstrations of school and community pride. • Increase productive collaboration between teachers, schools, and departments. • Explore and support new initiatives with professional development and clear implementation plans. 	<ul style="list-style-type: none"> • Establish and support stakeholder Advisory Committees (parent, student, and community). • Define the shared vision and the definition of excellence to include a focus on equity and diversity. • Create and implement clear and consistent behavior expectations and introduce restorative practice as part of an updated Code of Conduct. • Participate in community-wide collective impact projects to improve student attendance. • Implement multiple methods of transparent and consistent communication for all stakeholders. • Host parent events and educational opportunities to encourage more parental involvement in the school community. 	<ul style="list-style-type: none"> • Establish a long-range facilities planning committee to develop a 20 year facility master plan. • Update the District Technology Plan. • Decrease inequity analyzing student needs and allocating resources to close equity gaps. • Ensure accurate, transparent, and frequent communication about staffing, funding, programming, compensation, and allocated resources. • Research the potential of a weighted student funding formula for future resource allocation.

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