



## **West Allis-West Milwaukee School District Understanding the Strategic Plan**

This plan provides the West Allis – West Milwaukee School District with focused, strategic 5-year plan through which the district develops and pursues a shared vision of personal excellence for our children and for our community.



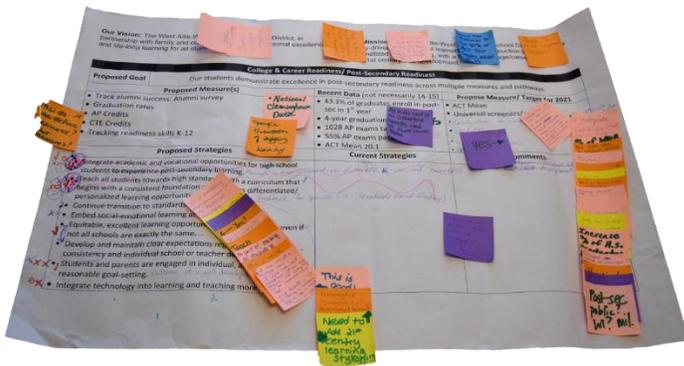
# West Allis-West Milwaukee School District Understanding the Strategic Plan

## Introduction:

The purpose of any strategic plan is to provide focused and coherent direction for an organization’s efforts. This plan focuses on four core areas called the Building Blocks of Personal Excellence. These four areas represent our commitment to developing smart, caring, and creative kids; employees who are engaged and deeply dedicated to their work; a community that shares in our vision of excellence; and an organization that effectively uses its resources.

A strategic plan is not designed to provide detailed direction for each step but rather to give broad direction for the use of high-leverage strategies to get results. Our plan commits us to continually working to improve our efforts. Through a continuous improvement mindset and set of actions, we believe our students and community will be well-served.

The West Allis-West Milwaukee Strategic Plan was developed through a series of school and community-wide listening and input sessions. Ideas from parents, community leaders, staff, board members and students helped to shape the direction of the plan. A Strategic Planning Steering Committee, with representatives from all parts of the organization, was formed to help write the plan using feedback and survey results. This broad collaborative process underscores our commitment to developing and maintaining an organization built on trust and a shared vision.



## 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 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 Core Values



- Trust
- Integrity
- Respect
- Teamwork
- Communication



## Building Blocks of Personal Excellence:

***College and Career Readiness: Our students demonstrate personal excellence in post-secondary readiness; across multiple measures and pathways.***

College and Career Readiness (CCR) is a measure of the level of preparedness our students have as they work towards graduation from high school and take their next steps in life. “College” is defined as any post-high school education program (e.g., technical school, 2-year college, 4-year college, apprenticeship, internship, or military service) and “career ready” means students have the knowledge and skills necessary to achieve their goals. Knowing (as early as elementary school) if students are *on track* for college and career success allows us to target the development of the skills that students need. When students are not on track for success, we intervene with additional support to move them forward. Some key data points for college and career readiness involve student participation in Advanced Placement courses (allowing students to earn college credit while in high school) and participation in Work Keys Certification (providing students with accreditation in a technical skill area). Through our implementation of social-emotional learning, we work to develop the character dispositions needed for success. Through the sciences, art, music, physical education, STEM, and career exploration, we develop creative thinkers that are ready for the future. We are committed to developing students who are smart, caring, and creative – ready and able to achieve!

***Employee Engagement and Culture: We build and support our team through clear, timely, and transparent communication, effective relationships, and professional development.***

Effective organizations have engaged and empowered employees who care deeply about their work. By measuring employee engagement, we will be able to improve the employee experience and ultimately student outcomes. We want to *attract* and *retain* great employees. Our efforts in this area include timely and transparent communication, the development of effective relationships, and professional learning opportunities designed to help us get better at what we do. Our work involves building an organizational culture of trust where people are valued and connected to the continuous improvement of service to children.





***Service to our Stakeholders and Community: Our students, parents, staff, and community are engaged in achieving a shared vision of excellence.***

Strong communities help create great schools and great schools help create strong communities. Collectively – we are stronger when we work together. By measuring attendance and behavior data, we will focus on our schools as communities and introduce new practices designed to support a positive school culture. It’s important that our families are served well by our schools and that parents/guardians are involved in the organizations that support our efforts. We are committed to working closely with parents and members of the larger community as partners in work of educating our children.

***Financial Stability and Efficiency: We equitably align resources to our mission and vision and maintain fiscal stability. Our facilities are safe, efficient, and provide a 21<sup>st</sup> century learning environment.***

In recent years, our district has faced significant financial challenges that continue to require our time and attention. To return the organization to fiscal stability, we must restore our “fund balance” so that we have the financial reserves to cover unexpected expenses and equitably support our schools. Our work involves restoring our reserves and directing all available resources towards the education of children in facilities that best support learning. In addition, we plan to review all facilities in the district and establish a community-wide committee to study and advise on long-term school facility needs.





<b>Building Block of Personal Excellence</b>	<b>College and Career Readiness</b>
<b>Goal</b>	Our students demonstrate personal excellence in college and career readiness; across multiple measures and pathways.
<b>2021 Targets</b>	<ul style="list-style-type: none"> <li>• 80% of students achieve college and career readiness (baseline reading 40.9% and baseline math 26.7%).</li> <li>• The 4-year graduation rate increases from baseline 93.2% to 98%.</li> <li>• Students enroll in 1,200 Advanced Placement Courses (baseline 1,028) and 65% score a 3 or better (baseline 55%).</li> <li>• Students achieve Work Keys Certifications TBD. (Baseline to be set.)</li> <li>• 80% of students perform proficient or advanced proficient on 3rd Grade State Assessments in reading (baseline 57.2%) and math (baseline 49.2%).</li> <li>• 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.)</li> <li>• Students will demonstrate creativity so they are better able to innovate and problem-solve. (Baseline to be set.)</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Teach all students using high standards and a curriculum that provides a consistent foundation, includes differentiated/personalized learning and timely feedback for growth.</li> <li>• Integrate academic and career exploration opportunities for all students (K-12) using an Academic Career Plan.</li> <li>• 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.</li> <li>• 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.</li> <li>• Develop and maintain clear consistent expectations for district, school, and teacher level decision-making.</li> </ul>



<b>Building Block of Personal Excellence</b>	<b>Employee Engagement &amp; Culture</b>
<b>Goal</b>	We build and support our team through clear, timely, and transparent communication, effective relationships, and professional development.
<b>2021 Targets</b>	<ul style="list-style-type: none"> <li>• Employee Engagement as measured by the mean on the Employee Engagement Survey increases from baseline 3.79 to 4.19 out of 5.</li> <li>• Annual employee turnover decreases TBD. (Baseline to be set.)</li> <li>• Number of professional development offerings accessed by staff increases TBD. (Baseline to be set.)</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Provide strategic, meaningful, job-embedded professional development with reasonable time expectations.</li> <li>• Grow our next leaders by providing leadership development opportunities.</li> <li>• Mentor and provide coaching feedback to all staff; including leadership.</li> <li>• Actively engage in demonstrations of school and community pride.</li> <li>• Increase productive collaboration between teachers, schools, and departments.</li> <li>• Explore and support new initiatives with professional development and clear implementation plans.</li> </ul>



<b>Building Block of Personal Excellence</b>	<b>Service to Our Stakeholders &amp; Community</b>
<b>Goal</b>	Our students, parents, staff, and community are engaged in achieving a shared vision of excellence.
<b>2021 Targets</b>	<ul style="list-style-type: none"> <li>• Increase attendance rate from 93.4% to 95%.</li> <li>• Reduce exclusionary discipline incidents by 5% (baseline 941 incidents).</li> <li>• Parent Satisfaction as measured by the mean on the Parent Satisfaction Survey increases from baseline 4.06 to 4.31 out of 5.</li> <li>• The number of resident students who enroll in our district increases TBD. (Baseline to be set.)</li> <li>• Parent involvement in organized groups connected to the school or district increases TBD. (Baseline to be set.)</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Establish and support stakeholder Advisory Committees (parent, student, and community).</li> <li>• Define the shared vision and the definition of excellence to include a focus on equity and diversity.</li> <li>• Create and implement clear and consistent behavior expectations and introduce restorative practice as part of an updated Code of Conduct.</li> <li>• Participate in community-wide collective impact projects to improve student attendance.</li> <li>• Implement multiple methods of transparent and consistent communication for all stakeholders.</li> <li>• Host parent events and educational opportunities to encourage more parental involvement in the school community.</li> </ul>



<b>Building Block of Personal Excellence</b>	<b>Financial Stability &amp; Efficiency</b>
<b>Goal</b>	We equitably align resources to our mission and vision and maintain fiscal stability. Our facilities are safe, efficient and provide 21st century learning environments.
<b>2021 Targets</b>	<ul style="list-style-type: none"> <li>• Annual audit results demonstrate fiscal stability.</li> <li>• The student - teacher to ratio will decrease from the current average of 24-1 at elementary and 30 - 1 at secondary.</li> <li>• A gap analysis and adjustment of resources by school is conducted annually.</li> <li>• A 5-year Capital Improvement Plan is implemented.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Establish a long-range facilities planning committee to develop a 20 year facility master plan.</li> <li>• Update the District Technology Plan.</li> <li>• Decrease inequity analyzing student needs and allocating resources to close equity gaps.</li> <li>• Ensure accurate, transparent, and frequent communication about staffing, funding, programming, compensation, and allocated resources.</li> <li>• Research the potential of a weighted student funding formula for future resource allocation.</li> </ul>



## Bringing Our Plan to Life:

To achieve the ambitious goals of our strategic plan, we will implement annual and short-cycle continuous improvement processes across our organization. Each year, we will use the strategic plan to create a District Scorecard that identifies the targets, strategic actions, and progress monitoring measures we will use to drive improvement in that specific year.

The District Scorecard provides us with our highest priorities and aligns our decision-making and resource allocation with the strategic plan. Each year, we will report to the School Board and community about our achievements and any necessary adjustments to the Building Blocks of Personal Excellence.

In addition to the District Scorecard, we will cascade scorecards of appropriate goals and strategies to each district department and school building. These scorecards will guide decision-making, priority actions, and monitoring progress towards the annual goals throughout the year. By drawing a “line of sight” between the strategic plan and the work of employees in schools and departments, our scorecards will support aligned, efficient work towards the shared vision defined by this plan.

Finally, our strategic plan process involves on-going participation and communication during its implementation. We will be establishing a parent advisory committee in each school and at the district level to better inform parents about district efforts, solicit ideas to support continuous improvement, and gather feedback about our progress. We will also be reporting on our progress with updates on our website at [www.wawmsd.org](http://www.wawmsd.org).

### Strategic Plan

- Long-term, shared vision for our school district.

### District Scorecard

- Annual targets, strategic actions, and progress monitoring measures, district-wide.

### School/ Department Scorecard

- Annual targets, strategic actions, and progress monitoring measures for a school or department.