



WEST ALLIS–WEST MILWAUKEE
SCHOOL DISTRICT

DESTINATION WEST

2025-30
STRATEGIC
PLAN



THE WEST WAY



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BOARD MEMBERS



LETTER FROM THE SUPERINTENDENT

Dear West Allis-West Milwaukee Community,

I am excited to share with you our district's 2025-2030 Strategic Plan, **Destination West: Build, Empower, and Thrive**. This plan represents our collective vision for the future of education in the West Allis-West Milwaukee School District. Destination West outlines a clear, actionable path to ensure every student is prepared to thrive in a rapidly changing world.



To shape the foundation and sequence of Destination West, we engaged with our community through multiple channels over the last six months to gather input and feedback. Our goal was to ensure this strategic plan reflects the priorities, aspirations, and needs of those we serve. In early Spring, we launched a comprehensive community survey, which provided valuable insight into the areas our stakeholders believe we should prioritize for the future. We also held a total of four focus group sessions (teachers, administrators, students, parents) to better understand their perspectives on the essential skills and attributes that should define our Portrait of a Graduate. In addition, we convened a diverse committee of stakeholders, including students, parents, administrators, teachers, community members, and city officials, to offer guidance on our key performance indicators, School Board goals, and other critical elements of the strategic plan. By incorporating these varied and intentional avenues for feedback, every voice had the opportunity to shape a plan that represents the collective vision of our community.

Each year of Destination West builds intentionally on the last, ensuring that the work we do is sustainable and impactful.

- 2025-26: Building our Future Together
- 2026-27: Accelerating Access and Achievement
- 2027-28: Deepening the Impact
- 2028-29: Elevating the Experience
- 2029-30: Thriving Futures, Measurable Results

I look forward to partnering with you as we embark on this journey together. Your continued support will be essential as we bring Destination West to life for our students, staff, and community.

Sincerely,

A handwritten signature in black ink, which appears to read "T. Robinson".

Tarrynce G. Robinson, Ed.D.
Superintendent, West Allis-West Milwaukee School District

DESTINATION

WEST



Core Strength, Unlimited Potential

WAWM prepares all learners to achieve proficiency or higher in reading, writing, math, and science, the foundational skills essential for future learning and wide-range career success.



Working Together, Thriving Together

WAWM prepares all learners to collaborate effectively, value diverse perspectives, navigate differences, and contribute positively in both group and independent settings.



Your Voice, Your Power

WAWM prepares all learners to communicate clearly and effectively across written, verbal, and digital mediums, with experience presenting to diverse audiences and advocating for themselves in academic, professional, and personal settings.



Bridges, Not Barriers

WAWM prepares all learners to build bridges, recognizing diversity, overcoming barriers, and working together constructively in any setting.



Own It, Achieve It

WAWM prepares all learners by building internal drive to set meaningful goals, take responsibility for one's actions, and demonstrate persistence, time management, and initiative in the face of challenges.

PORTRAIT OF A GRADUATE

WEST **A**LLIS
WEST MILWAUKEE
BUILD. EMPOWER. THRIVE

ROADMAP TO SUCCESS

9th & 10th Grade

- Establish an academic identity and long-term goal setting (ACP process).
- Applying SEL to academic and social challenges, balancing independence with responsibility, and building resilience.
- Students align interests to college, career, and post-secondary pathways.
- Opportunities for advanced courses, dual enrollment, and extracurricular involvement.
- Continued growth in academic benchmarks with alignment to graduation requirements.

4th & 5th Grade

- Apply academic skills across subjects through problem-solving, research, and critical thinking through the application of the Depth & Complexity Framework.
- Deepening perspective-taking, managing more complex emotions, and building independence in decision-making.
- Provide interventions and enrichment opportunities to ensure mastery reading, writing, and math for content-area learning.
- Prepare students for increased academic expectations and transitioning to the next educational level.

1st - 3rd Grade

- Strengthening core academic skills of reading, writing, and math.
- From learning phonics and vocabulary to extracting meaning and information from complex texts.
- Expand critical thinking and problem solving skills through the use of Depth & Complexity (Gifted & Talented) Framework.
- Build independence and learning responsibility.
- Expanding emotional vocabulary, developing problem-solving with peers, and building persistence.
- Apply academic benchmarks and assessments to guide support.

4K-Kindergarten

- Develop and enhance listening, speaking, written and reading skills.
- Participate in structured learning routines and classroom expectations.
- Recognizing and naming emotions, building early empathy, and learning foundational self-regulation strategies.
- Growth supported through activity based learning.
- Develop independence, responsibility, and problem-solving.
- Academic benchmarks and assessments are used to target support.

11th & 12th Grade

- Academic choices become personalized and impactful for future endeavors.
- Expand advanced opportunities and academic choice (AP, dual credit, technical pathways).
- Exposure to real-world experiences: internships, work study, job shadowing, career exploration.
- ACT is administered as part of the academic journey, connected to college and career goals.
- Armed Services Vocational Aptitude Battery (ASVAB) testing and recruitment options.
- Final steps toward graduation: applications, senior projects, and celebrations.

6th - 8th Grade

- Focus on college, career, and post-secondary career interests, personal learning styles, and academic identity.
- Introduction to high school credits, GPA, and graduation requirements.
- Build time management, digital responsibility, and self-advocacy.
- Strengthen critical thinking and writing across subject areas.
- Creating habits of success: attendance, homework, collaboration, and life skills.
- Strengthening self-identity, navigating peer relationships, and practicing responsible independence.



WHO WE ARE

MISSION

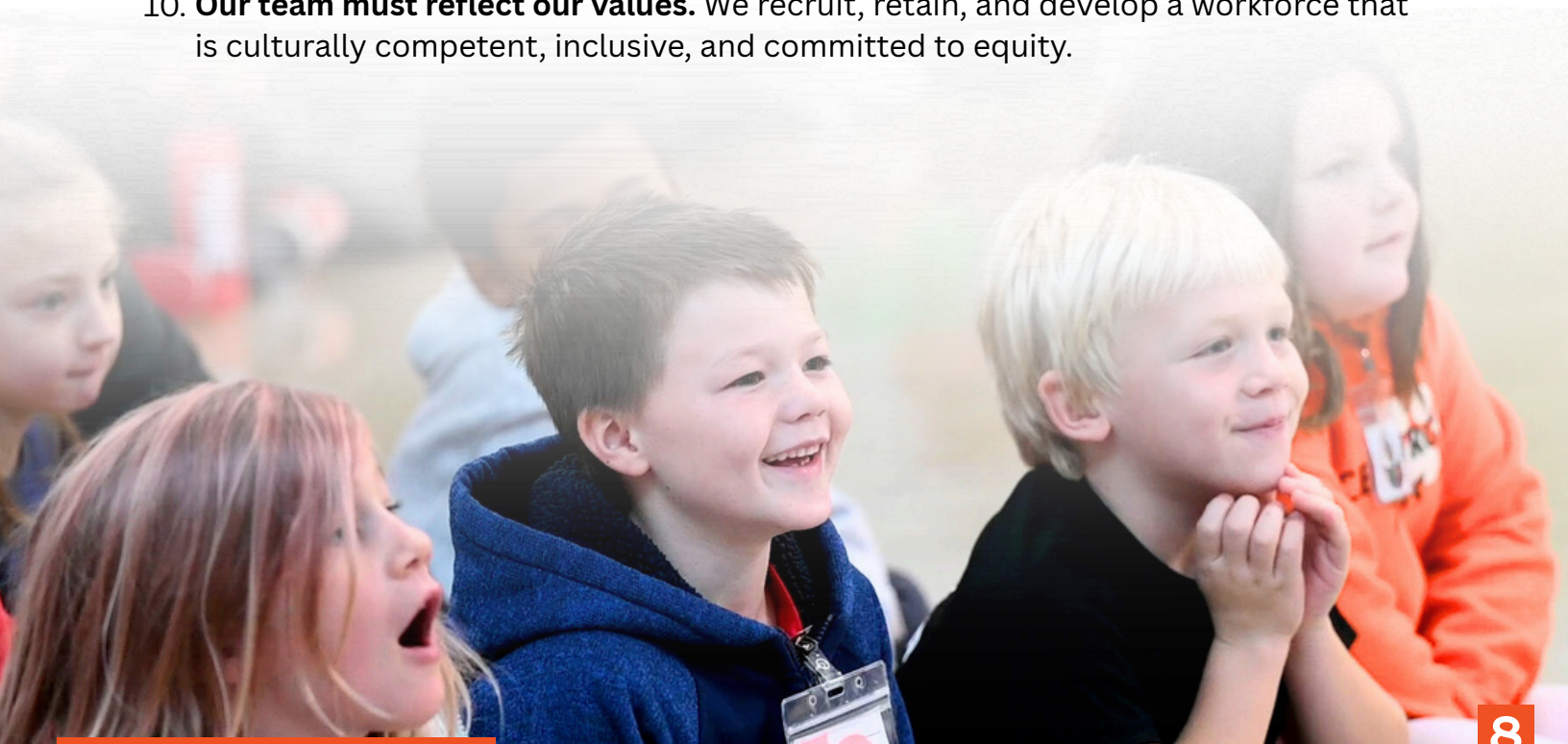
Every day, the West Allis-West Milwaukee School District empowers students to achieve strong academic results and prepares them for life, ready for college, and career. We foster a sense of community and belonging by educating the whole child so that every learner is equipped to succeed in their chosen path.

VISION

The West Allis-West Milwaukee School District envisions a future where every student achieves academic excellence, feels a deep sense of belonging, and graduates confident and prepared to thrive in college, career, and community.

IN THE WEST ALLIS-WEST MILWAUKEE SCHOOL DISTRICT, WE BELIEVE...

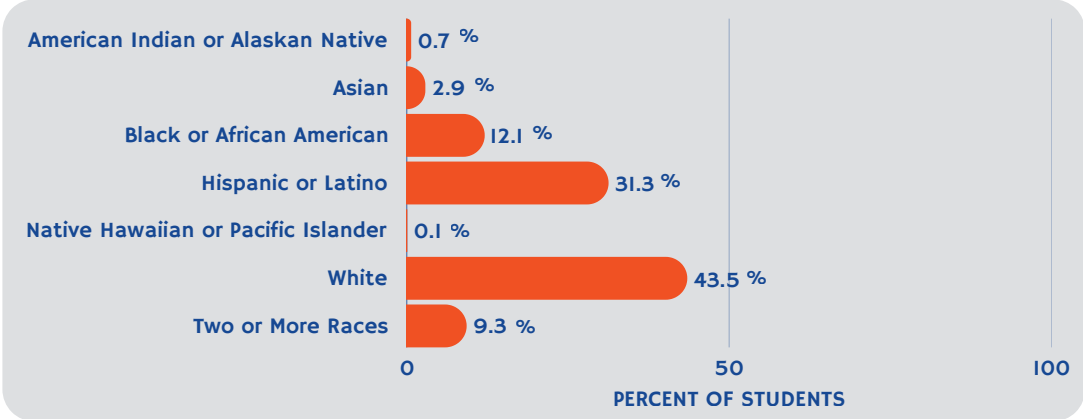
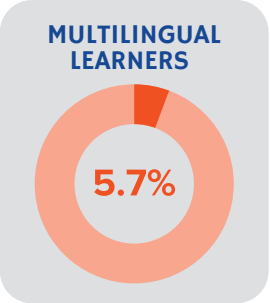
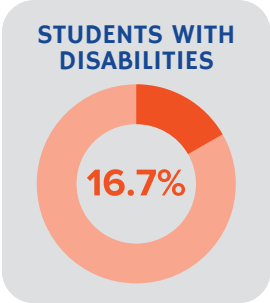
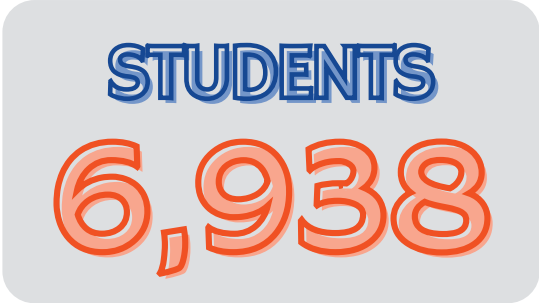
1. **Every student has potential.** It is our responsibility to recognize each student's strengths and aspirations and help them achieve their goals.
2. **Equity begins with us.** We acknowledge and address our own biases and commit to eliminating systemic barriers that hinder student success.
3. **Academic success is for all.** We provide rigorous, inclusive, and culturally relevant learning experiences that promote strong academic outcomes for every student.
4. **Belonging drives engagement.** We foster safe, welcoming environments where all students feel valued, respected, and supported.
5. **Student's voice matters.** We ensure all students have equitable access to programs, leadership opportunities, and meaningful involvement in their education.
6. **Families are partners.** We actively seek and respect input from families in shaping student learning, school initiatives, and district decisions.
7. **Data guides action.** We use data to allocate resources equitably and to continually evaluate and improve our practices and policies.
8. **We support the whole child.** Even when students face challenges, we persevere in supporting their academic, social, and emotional development.
9. **Collaboration strengthens outcomes.** Every staff member contributes to student success through purposeful planning, teamwork, and shared responsibility.
10. **Our team must reflect our values.** We recruit, retain, and develop a workforce that is culturally competent, inclusive, and committed to equity.





WHO WE PROUDLY SERVE

STUDENT GROUPS



OVER
66,000
RESIDENTS

900+
STAFF

AT A GLANCE IN 2023-24

THE ROAD AHEAD



WEST ALLIS–WEST MILWAUKEE
SCHOOL DISTRICT

2025-26
Building
our Future
Together



2026-27
Accelerating
Access and
Achievement



2027-28
Deepening the
Impact



2028-29
Elevating the
Experience



2029-30
Thriving Futures,
Measurable
Results



THE ROAD AHEAD



WEST ALLIS–WEST MILWAUKEE
SCHOOL DISTRICT



2025-26

Building Our Future Together

In the first year of the strategic plan, the focus is on strengthening our core systems to ensure a strong academic and cultural foundation for all students. We will launch comprehensive early literacy and foundational math initiatives to address essential learning needs. The district will define and communicate a clear Portrait of a Graduate, setting expectations for the skills and attributes all students should develop. Universal social-emotional learning (SEL) screening will begin, along with targeted supports to promote student well-being. Professional learning will center on data-driven instruction to lay the groundwork for lasting change.



2026-27

Accelerating Access and Achievement

In the second year, we will focus on increasing academic growth and educational opportunities for all students. This includes expanding dual credit, industry-recognized credentials, advanced coursework, and/or work-based learning opportunities that prepare students for postsecondary success. The district will enhance interventions for students with disabilities and implement strategies to close achievement gaps in specific sub-populations.



2027-28

Deepening the Impact

In year three, we will deepen our impact by focusing on increasing staff diversity and school climate. The district will prioritize hiring and retaining a diverse workforce that better reflects our student population. We will utilize tools such as the Youth Risk Behavior Survey (YRBS) and Second Step to monitor and improve safety and wellness. Academic growth will continue to be measured and supported through ACT, Forward Exam, and FastBridge performance.



2028-29

Elevating the Experience

In the fourth year, our emphasis will shift toward engagement—both in the classroom and across the school community. We will advance educator retention and engagement strategies to support and inspire our staff. The Portrait of a Graduate will be fully integrated into instruction and advisory systems, helping students connect learning to their future goals. We will work to maximize family and caregiver involvement in student learning. A renewed focus on school identity and pride will be supported through intentional communications and community-building efforts.



2029-30

Thriving Futures, Measurable Results

In the final year of the plan, we will focus on measuring results, embedding success, and celebrating progress. We will highlight gains in literacy, math, college and career readiness, and graduation rates. Systems and structures developed during the plan will be codified to ensure sustainability beyond the five-year period. We will continue to tell our story through the lived experiences of students, staff, and families. Every student will understand and be able to articulate what it means to be a graduate of the West Allis-West Milwaukee School District.

SCHOOL BOARD GOALS

#1 EARLY LITERACY

The percentage of 3rd-grade students in the West Allis-West Milwaukee School District earning proficient or advanced on the State of Wisconsin's Forward Exam in Literacy will increase from 30.3% in August 2025 to 45% by August 2030.

#2 MATHEMATICS

The percentage of 8th-grade students in the West Allis-West Milwaukee School District earning proficient or advanced on the state of Wisconsin's Forward Exam in Math will increase from 41% in August 2025 to 55% by August 2030.

#3 COLLEGE & CAREER READINESS

The percentage of students graduating with Advanced Courses, Industry-Recognized Credentials, Dual Credit Enrollment, and/or Work-Based Learning, as measured by the state Report Card (Participation by Type of Post-Secondary Preparation), will increase from 21.3% in August 2025 to 45% by August 2030.

#4 STUDENTS WITH DISABILITIES

The percentage of students in grades 4–8 receiving special education services who make Fall-to-Spring aggressive growth on Math FastBridge screeners will increase from 23% in August 2025 to 49% in August 2030.



BOARD COMMITTEE KEY PERFORMANCE INDICATORS

COLLEGE AND CAREER READINESS

- **ACT:** The ACT Composite for all West Allis-West Milwaukee high schools will increase from 16.84 in August 2025 to 20.00 in August 2030.
- **Attendance Rate:** The District school year attendance rate will increase from 91.6% in the 24-25 school year to 94.6% at the end of the 29-30 school year
- **Graduation Rate:** The 4-year district graduation rate for all students will increase from 89.5% in August 2025 to 96.5% in August 2030.
- **Safety:** According to the Youth Risk Behavior Survey, the percentage of students in grades 6-12 who report feeling safe at school most or all of the time will increase from an average of 71% in August 2025 to 85% in August 2030.
- **Social-Emotional Learning:** All students in grades 2 through 10 will take mySaebRS annually, and the total behavior scores in the low-risk category will increase from 65% in the spring of 2025 to 80% in the spring of 2030.
- **Special Education ELA:** Special education students in grades 3-8 will increase the percentage of proficient and advanced on Forward ELA from 9% in August 2025 to 25% in August 2030.
- **Special Education Math:** Special education students in grades 3-8 will increase the percentage of proficient and advanced on the Forward Math Exam from 2% in August 2025 to 25% by August 2030.
- **Student Growth in ELA:** All student groups' value-added English Language Arts scores will increase on the district's state report card from 3.1 in August 2025 to 3.6 in August 2030.
- **Student Growth in Math:** All student groups' value-added Math scores will increase on the district's state report card from 2.8 in August 2025 to 3.3 in August 2030.

COMMUNICATIONS AND ENGAGEMENT

- **Monthly Newsletter:** Increase the three-month open rate average of the Monthly Newsletter from 52.00% in August 2025 to 62.00% in August 2030.
- **Weekly Newsletter:** Increase the three-week open rate average of The West Way Weekly District Newsletter from 50.33% in August 2025 to 60.33% in August 2030.
- **Parent Engagement:** Increase total participation by 15% in the parent/caregiver engagement survey from 898 respondents to 1,033 by August 2030.
- **Social Media:** Increase the three-month social media engagement average (views and content interactions) by 25% for each of the following areas from August 2025 to August 2030:
 - Facebook views: August 2025- 105,944 to August 2030- 132,430
 - Facebook content interactions: August 2025- 2,219 to August 2030- 2,774
 - Instagram views: August 2025- 59,211 to August 2030- 74,014
 - Instagram content interactions: August 2025- 1,304 to August 2030-1,630

TALENT ACQUISITION AND EMPLOYEE ENGAGEMENT

- **Diversity:** Increase diversity in the workforce across key demographic categories from 10% in August 2025 to 25% in August 2030.
- **Employee Engagement:** Increase the participation rate in the employee engagement survey from 62% in October 2024 to 77% by August 2030.
- **Exit Survey:** Survey information collected from exiting employees will increase from 29.2% in August to 60% in August 2030.
- **Teacher Retention:** The retention rate for teachers (Not including retirements) will increase as measured by resignations and terminations from 88.7% in August 2025 to 93% in August 2030.
- **Vacancy Rate:** The teacher fill rate (FTE rate) will increase in hard-to-fill positions such as Special Education, CTE, and Fine Arts (Music/ Art) from 95% in August 2025 to 98% in August 2030.

FINANCIAL STABILITY AND EFFICIENCY

- **Literacy:** Increase the percentage of the general Fund 10 budget allocated to supporting literacy from 3.97% in June 2025 to at least 5.97% in June 2030.
- **Math:** Increase the percentage of the general Fund 10 budget allocated to supporting math from 2.02% in June 2025 to at least 4.02% in June 2030.
- **CTE:** Increase the percentage of the general Fund 10 budget allocated to supporting career and technical education from 2.04% in June 2025 to at least 4.04% in June 2030.
- **Special Education Funding:** Increase the percentage of the general Fund 10 budget allocated to supporting special education from 10.96% in June 2025 to at least 12.96% in June 2030.

