

# WINONA AREA SCHOOL DISTRICT

## STRATEGIC PLAN

### 2022-2027



#### CORE VALUES

**Safety:** Everyone's physical and emotional well-being is a priority.

**Integrity:** Everyone does the right thing and makes positive choices, even if it is difficult.

**Inclusivity:** Everyone belongs, is valued, and is heard.

**Equity:** Everyone has the opportunities, access, information, and support provided in the individual way they need it.

**Respect:** Everyone's differences are recognized, acknowledged, and celebrated.

#### BELIEF STATEMENTS

**We believe:**

- We believe that public schools should serve and engage students, families, staff, and the community.
- We believe learning and teaching is maximized in a safe, respectful, and inclusive environment.
- We believe every individual's diversity and experience is valued.
- We believe healthy relationships are crucial for the success of our schools.
- We believe that every student can achieve to the best of their ability.
- We believe all decisions should be focused on students and their success.

#### MISSION STATEMENT

Inspire curiosity, empower resiliency, engage community.

#### VISION STATEMENT

A safe and inclusive community of compassionate, curious, and resilient lifelong learners.

#### STRATEGIC PLAN FOCUS AREAS

**Excellence in  
Student  
Achievement**

**Student  
Support**

**Staff  
Support**

**Diversity, Equity,  
and Inclusivity**

**Communication,  
Outreach, and  
Marketing**

FOCUS AREAS	GOALS	OBJECTIVES
Excellence in Student Achievement	<b>Goal 1:</b> We will achieve the goals of the World's Best Workforce (WBWF) for all students in the school district.	<b>Objective 1.1:</b> Using a continuous improvement process, the district will adjust efforts to meet each WBWF Goal: <ul style="list-style-type: none"> <li>• All children ready for school.</li> <li>• All third-graders can read at grade level.</li> <li>• All opportunity gaps between student groups, including race, economic, and disability are closed.</li> <li>• All students are ready for career and college.</li> <li>• All students graduate from high school.</li> </ul>
	<b>Goal 2:</b> Fully implement Multi-tiered Systems of Support (MTSS) in every classroom throughout the district by the start of the 2025-2026 school year.	<b>Objective 2.1:</b> By the start of the 2025-2026 school year, E-12 will implement MTSS strategies and structures.
	<b>Goal 3:</b> Fully implement Advancement Via Individual Determination (AVID) through supports, opportunities, research-supported best practices, and meaningful data analysis embedded throughout the district by the start of the 2025-2026 school year.	<b>Objective 3.1:</b> By the start of the 2025-2026, E-12 will implement AVID strategies and structures schoolwide. <ul style="list-style-type: none"> <li>• By the end of 2023-2024, grades 7-12 will complete implementation.</li> <li>• Starting in 2023-2024 and by the end of 2024-2025, grades EC-6 will complete implementation.</li> </ul>
Student Support	<b>Goal 4:</b> Create a safe, inclusive learning environment that focuses on personal well-being and fosters the ability to create positive relationships.	<b>Objective 4.1:</b> By February 2023, develop and implement a districtwide Student Code of Conduct that supports student behavior and incorporates restorative practices. <b>Objective 4.2:</b> By August 2023, align the mental health and student success support system to be responsive to the changing needs of all students using the MTSS Framework. <b>Objective 4.3:</b> By the start of the 2025-2026 school year, E-12 will implement Positive Behavioral Interventions and Supports (PBIS) integrating social-emotional learning (SEL) aligned to the developmental and social-emotional levels of the students within their buildings.
Staff Support	<b>Goal 5:</b> We will provide intentional focus and professional development to ensure all staff are successful in their employment.	<b>Objective 5.1:</b> During the 2022-2023 school year, conduct an operational audit within each building or department, identifying and prioritizing work in alignment with the strategic plan, including discontinuation of initiatives no longer aligned with strategic actions. <b>Objective 5.2:</b> By August 2023, create and implement districtwide onboarding, mentoring, and growth and professional development programs for all employee groups. <b>Objective 5.3:</b> By August 2024, refine the Winona Area Public Schools Professional Development and Evaluations Plan for licensed staff to address evidenced-based practices and cultural awareness; and align staff professional development to the plan.
	<b>Goal 6:</b> We will provide a work culture and environment where all staff feel safe and supported at work.	<b>Objective 6.1:</b> Starting with the 2022-2023 school year, the Wellness Committee will provide opportunities for education and activities focused on a variety of dimensions of wellness. <b>Objective 6.2:</b> By February 2023, create consistent crisis management practices across district buildings and adequately communicate and educate staff on appropriate response to crisis. <b>Objective 6.3:</b> By June 2025, increase the percentage of staff who strongly agree and agree that the culture and climate they work in is safe, caring, welcoming, and respectful.

FOCUS AREAS	GOALS	OBJECTIVES
Diversity, Equity, and Inclusivity	<b>Goal 7:</b> All children will be supported in culturally relevant learning opportunities.	<p><b>Objective 7.1:</b> By January 2023, develop a multiyear professional development plan for all staff and school board that includes addressing implicit bias, anti-discrimination, exclusionary language and behavior, eliminating racial harm, and reducing disparities.</p> <p><b>Objective 7.2:</b> By the start of the 2023-2024 school year, implement and monitor the multiyear professional development plan for all staff and school board that includes addressing implicit bias, anti-discrimination, exclusionary language and behavior, eliminating racial harm, and reducing disparities.</p> <p><b>Objective 7.3:</b> By the start of the 2025-2026 school year, implement culturally relevant teaching through meaningful professional development for our staff.</p>
	<b>Goal 8:</b> Improve our capacity to meet the instructional needs of every learner.	<p><b>Objective 8.1:</b> By August 2024, develop an instructional framework based on High Impact Strategies focused on how people learn.</p> <p><b>Objective 8.2:</b> By the start of the 2025-2026 school year, eliminate barriers to learning by identifying and redesigning systems that reinforce academic gaps among our student groups.</p>
Communication, Outreach, and Marketing	<b>Goal 9:</b> Develop and maintain positive, collaborative relationships with all stakeholders to promote internal cohesion, family engagement, and community involvement and strengthen support for Winona Area Public Schools.	<p><b>Objective 9.1:</b> By the start of the 2023-2024 school year, develop a districtwide community engagement plan.</p> <p><b>Objective 9.2:</b> Based on the districtwide community engagement plan, annually, each building or department will create a family and community engagement plan based on the individual needs of the building or department.</p>
	<b>Goal 10:</b> Enhance the image, reputation, and understanding of Winona Area Public Schools through clear and consistent communication, powerful storytelling, and leadership engagement opportunities with community members.	<p><b>Objective 10.1:</b> By the start of the 2022-2023 school year, develop and promote a clear strategic internal and external communications plan and annual goals that support district strategic priorities.</p> <p><b>Objective 10.2:</b> By the start of the 2024-2025 school year, refresh the Winona Area Public Schools brand identity so that it aligns with the mission, vision, core values, and belief statements identified in the strategic plan.</p>

