



**MILWAUKEE
PUBLIC SCHOOLS**

Start. Stay. Succeed.
Comienza. Quédate. Triunfa.

Report on Organizational Alignment

Darienne B. Driver, Ed.D., Superintendent of Schools
Ruth Maegli, Chief Academic Officer
Tonya Adair, Chief Innovation & Information Officer
Dr. Keith Posley, Chief School Administration Officer

May 4, 2017

Our Strategy for Improvement

Goal #1: Academic Achievement

-  **Close the Achievement Gap**
-  **Educate the Whole Child**
-  **Rethink High Schools**
-  **Redefine the MPS Experience**

Goal #2: Student, Family & Community Engagement

-  **Re-envision partnerships**
-  **Strengthen Communications Systems & Outreach Strategies**

Goal #3: Effective & Efficient Operations

-  **Develop the Workforce**
-  **Improve Organizational Processes**

MPS Strategic Problem of Practice

MPS has neither consistently nor effectively engaged all of our students of color in an environment conducive to learning; thus, there are opportunity gaps that perpetuate low student achievement.

Organizational Alignment Objectives

- Improving **learning-focused partnerships** between central services staff and school leaders, dedicated to helping principals grow as instructional leaders who lead powerfully for more effective instruction in every classroom
- Changing department practices to reflect a more **case-management approach to assist schools in problem solving** and in their **individual improvement efforts**, providing high-quality, relevant and differentiated instructional, human resources, financial, and other operational services results for schools

Organizational Alignment Objectives

- Increasing **engagement** by central services in helping all schools build their capacity for improvement is critical to improved student outcomes
- Exercising essential leadership by central services, in partnership with school leaders, to **build capacity** for improvement and effective and efficient operations
- Projecting **limitation on availability of resources** for upcoming years requires alignment of spending at school level and for central services

Identification of Best Practices

Research and technical assistance support



Public Education Leadership Project
at Harvard University



Identification of Best Practices

Examined other large urban districts

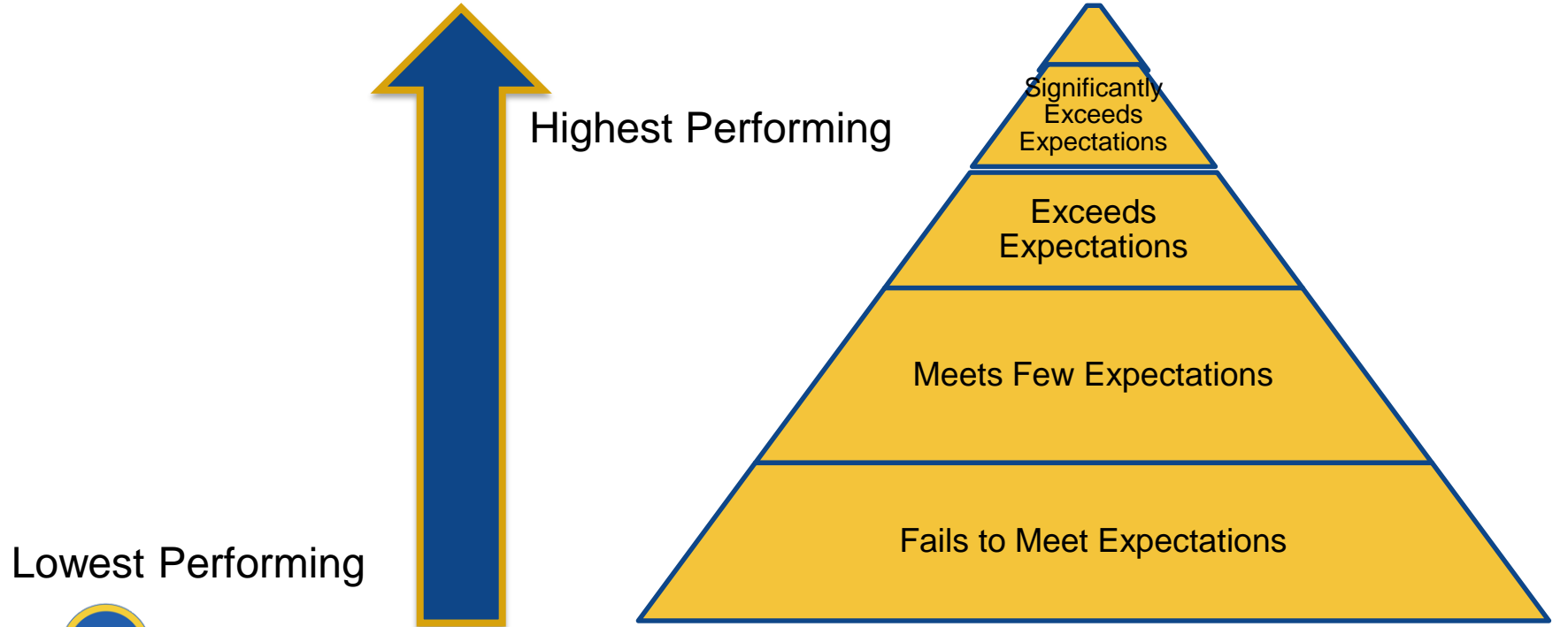
- Denver
- Memphis
- Long Beach
- Chicago
- Boston
- Indianapolis
- Cleveland

Why Realignment?

- Prioritize needs of all schools
- Utilize data from the following to improve practice
 - Learning Walks
 - Instructional Rounds
 - Principal Institutes
 - DIP/SIP
- Ensure a system of support for schools
- Build on strengths and successes
- Improve student outcomes
- Expand collective impact



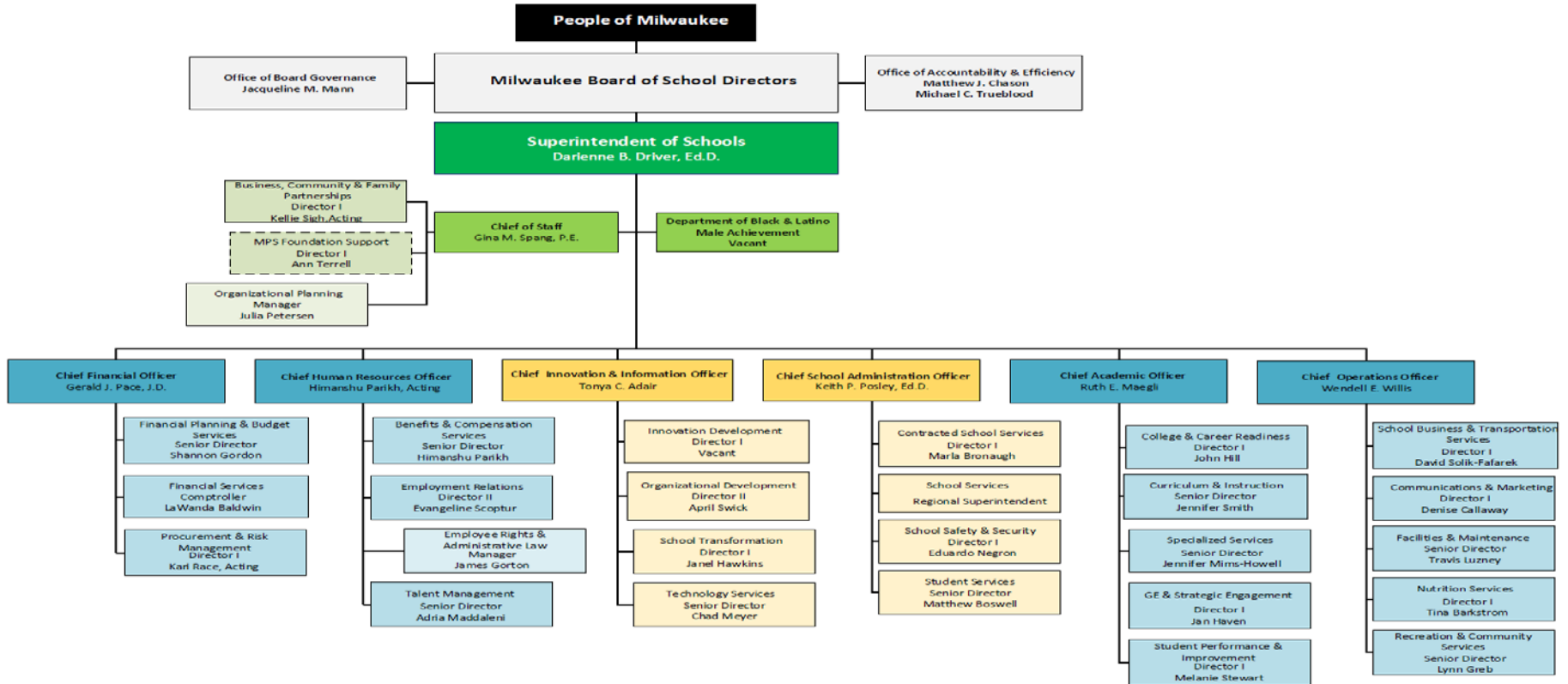
System of Supports for Schools



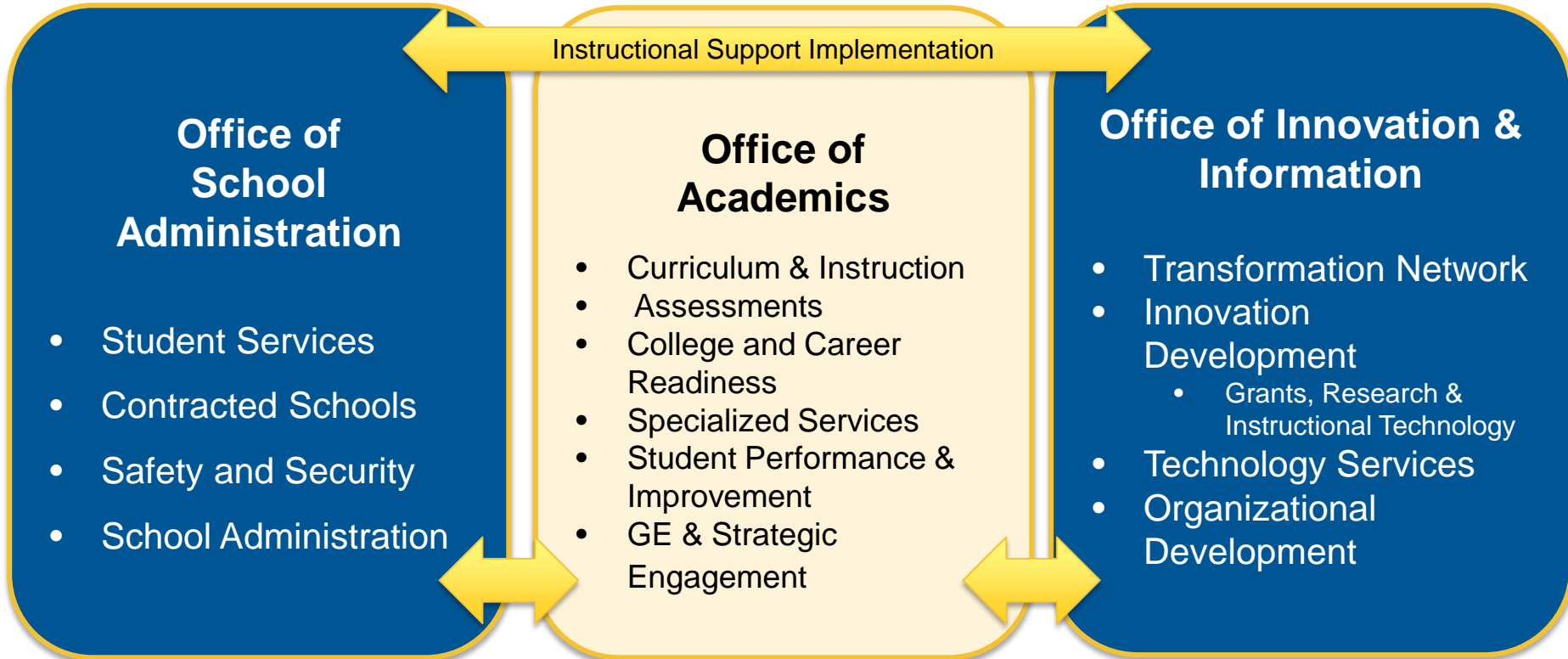
Lowest Performing

Highest Performing

Central Services



Office Alignment and Functions



Office of
Innovation &
Information

Chief of Innovation and Information

Senior Director of School Transformation

Instructional Superintendent
Student Performance Coordinator
Literacy Coach & Math Coach

Instructional Superintendent
Student Performance Coordinator
Innovation Coach

Director of School
Support

Student
Performance
Coordinator

Innovation Coach

Director of School
Support

Student
Performance
Coordinator

Innovation Coach

Director of School
Support

Student
Performance
Coordinator

Innovation Coach

Director of School
Support

Student
Performance
Coordinator

Innovation Coach

Director of School
Support

Student
Performance
Coordinator

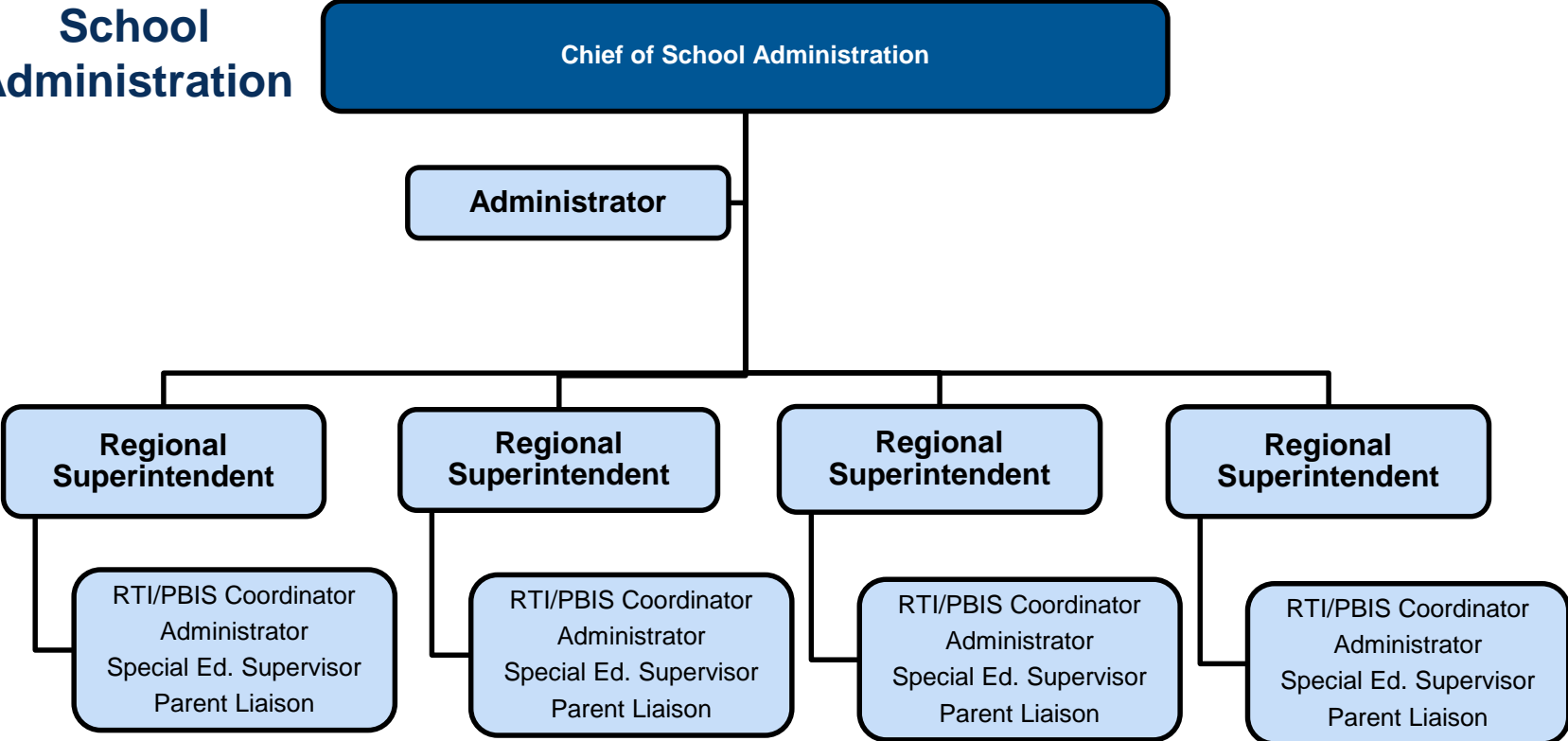
Innovation Coach

Director of School
Support

Student
Performance
Coordinator

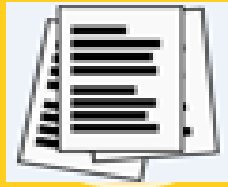
Innovation Coach

Office of School Administration



Department of Black and Latino Male Achievement

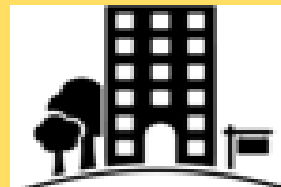
New in 2017-2018



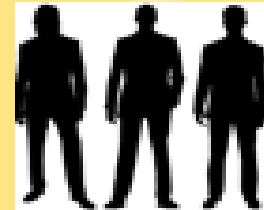
Advocacy,
Policy &
Narrative



Classroom
Culture &
Climate



Community
Alignment &
Collaboration



Manhood &
Workforce
Development

Department of Black and Latino Male Achievement

Backbone Organizations & MPS Partners



United Way
of Greater Milwaukee
& Waukesha County



Anchor Offices

Offices: Academics, Finance, Human Resources, and Operations

- Implementation of improved internal communication strategies
- Adoption by the district's anchor offices of a case-management approach to assist schools in problem solving and in their individual improvement efforts
- Changing the culture of service to be more dynamic, differentiated and proactive vs. reactionary
- External review of critical human resource systems and processes and fiscal drivers to align resources and improve outcomes
- Implementation of new technologies to generate operating efficiencies designed to improve the fiscal and human resource management

Report on Organizational Alignment

Milwaukee Board of School Directors

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Wendell J. Harris, Sr., District 2
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Paula Phillips, District 7
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Terrence Falk, At-Large

MPS Senior Team

Darienne B. Driver, Ed.D., Superintendent
Gina Spang, P.E., Chief of Staff
Tonya Adair, Chief Innovation & Information Officer
Ruth Maegli, Chief Academic Officer
Gerald Pace, J.D., Chief Financial Officer
Himanshu Parikh, Acting Chief Human Resources Officer
Keith Posley, Ed.D., Chief School Administration Officer
Wendell Willis, Chief Operations Officer
Sue Saller, Manager, Superintendent's Initiatives
Ashley Lee, Special Assistant to the Superintendent