



MILWAUKEE
PUBLIC SCHOOLS

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

Strategic Consulting Services

Darienne B. Driver, Ed.D., Superintendent of Schools

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



Re-envision partnerships



Strengthen Communications Systems & Outreach Strategies



Develop the Workforce



Improve Organizational Processes

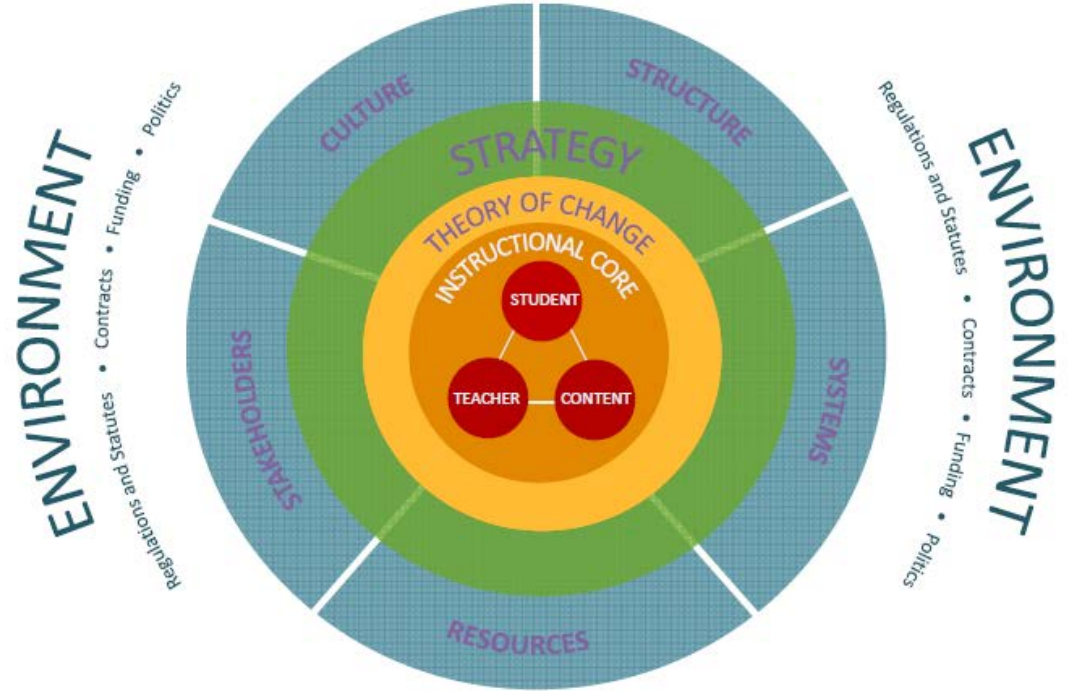
Goal #2: Student, Family & Community Engagement

Goal #3: Effective & Efficient Operations



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.



The Aspen Institute

- MPS is a member of The Aspen Institute
- The Aspen Institute is an educational and policy studies organization based in Washington, D.C.
- The Aspen Institute provides a nonpartisan forum for reaching solutions on vital public policy issues and affords an opportunity to connect with new concepts
- In December/May 2016, the Superintendent, Chief of Academics along with their staff attended The Aspen Institute
- MPS was introduced to Education Resources Strategies (ERS) through The Aspen Institute

Why now?

- Projected limitation on availability of resources for upcoming years requires alignment of spending at school level and for central office
- Qualitative review of key talent processes and system enabling conditions relating to hiring, assignment and new teacher support
- Early Retirement Window necessitates roadmap to create recruitment pipelines to align workforce and recruit for diversity
- Align salary and compensation structure with other school districts to remain competitive for recruitment and retention

Education Resource Strategies (ERS)

- Non-profit organization dedicated to transforming how urban school systems organize resources.
- Worked hand-in-hand with over 30 urban school systems including Baltimore, Boston and Oakland.
- Shares research and practical tools based on extensive dataset, to create the conditions for change in education.

Contextual Challenges

Human Resources

- Recruitment and retention challenges
- Need to strengthen and transform recruitment practices to attract new employees
- Patterns of attrition and retention across schools
- Distribution of novice and highly effective teachers across schools to identify opportunities for ensuring students in all schools have access to effective teachers
- Investment in professional growth for teachers and leaders
- Components and structure of existing spending on teacher compensation

Education Resource Strategies (ERS)

Human Resources Deliverables

Key components for Comprehensive Human Capital diagnostic include:

- Qualitative review of key talent processes and system enabling conditions relating to hiring, assignment and new teacher support
- Analysis of compensation levels across key position types, with comparison to other large urban systems
- Analysis of teacher placement across schools, with specific focus on distribution of novice teachers and highly effective teachers (as defined by district evaluation data)
- Analysis of spend on talent & professional growth related spend, in comparison to identified national best practice and to other large urban systems
- Teacher attrition and retention analysis by school and teacher type

Contextual Challenges

Finance

- Align resources to support the strategic plan, identify areas to ensure that spending in MPS is a function of deliberate strategy
- Identify additional opportunities to reallocate resources at the system level to better support student achievement
- Increase operating efficiencies with shrinking resources
- Benchmarking spending levels on different services and activities in schools and central services compared to those observed in other districts nationally

Education Resource Strategies (ERS)

Finance Deliverables

Comprehensive report on overall district financial structure would include:

- Analysis of teacher compensation and distribution across salary structure and comparison to other large urban systems to better understand implication for cost structure moving forward
- Student and school performance analysis with and without adjustment for changes in student enrollment across grades and school level to better isolate true nature of performance challenge
- School level spending analysis, with identification of drivers of difference in spending level across schools and school levels, adjusted for differences in student need across schools and in comparison to other large urban systems

Education Resource Strategies (ERS)

Finance Deliverables (continued)

Comprehensive report on overall district financial structure would include:

- Analysis of spending level on different student types, including comparison to spending differentials for different student types in other large urban systems
- Deeper dive into the most significant structural drivers of spend
- Analysis of spend on central and centrally-managed functions, with apples-apples comparison to other large urban systems

Funding/Timeline for ERS services

Total value of services \$350,000

- MPS will fund \$200,000
- ERS will contribute \$150,000 (national funders)

Timeline May 2017 – October 2017

Strategic Consulting Services

Milwaukee Board of School Directors

Mark Sain, District 1

Wendell J. Harris, Sr., District 2

Michael Bonds, Ph.D., District 3

Annie Woodward, District 4

Larry Miller, District 5

Luis A. Báez (Tony), Ph.D., District 6

Paula Phillips, District 7

Carol Voss, District 8

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

