



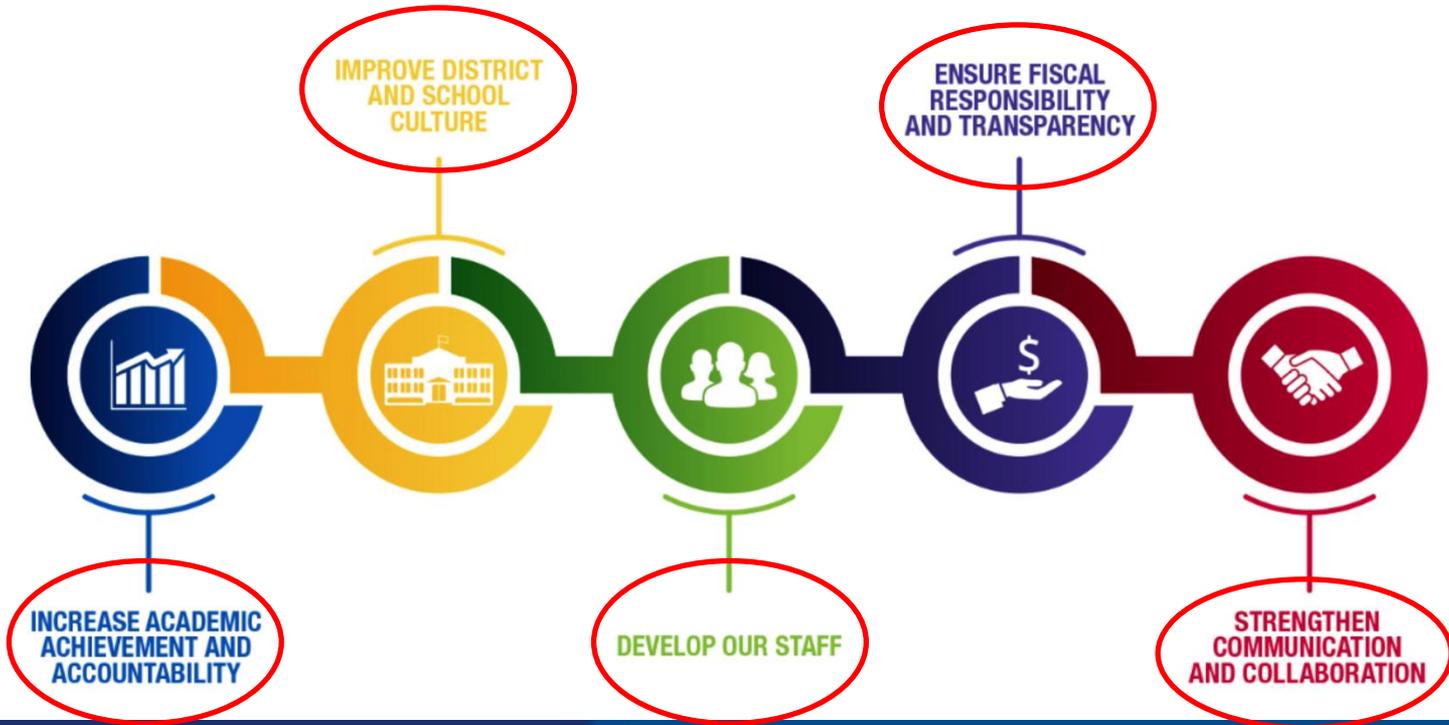
**MILWAUKEE
PUBLIC SCHOOLS**

**Update with
Possible Action on the
2023–2028 Strategic Plan
Quarter One Review**

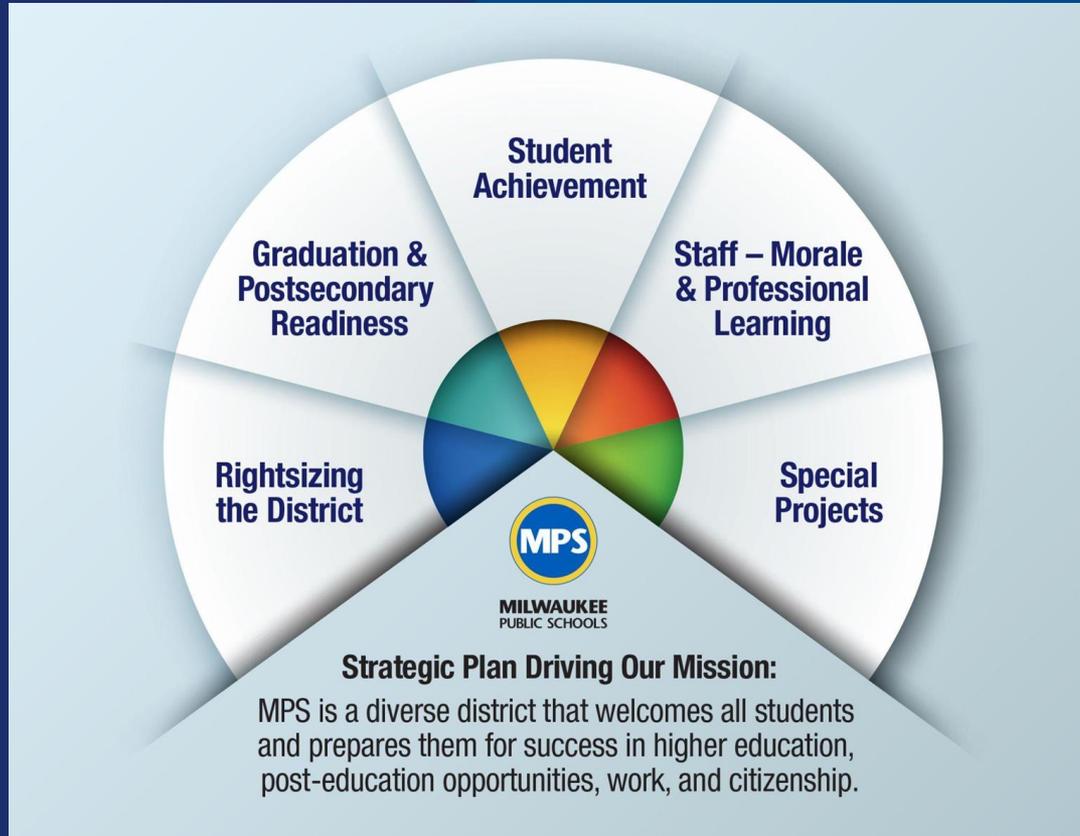
October 24, 2023

Dr. Keith P. Posley
Superintendent

Five Priorities for Success



Strategic Plan Driving Our Mission



Resolution and 2023–2028 Strategic Plan

Milwaukee Board of School Directors approvals:

Resolution 2122R-008 (July 2021)

Begin 2023–2028 Strategic Plan process (October 2021)

- Timeline of process needs is posted
- Community-wide input
- Plan covers a specific time frame
- Includes a mission statement, goals, and objectives
- Includes accountability measures and annual performance targets

Team Leads

- Paulette Chambers: Staff – Professional Learning
- Katrice Cotton: Rightsizing the District, Rightsizing the District: Facilities and Upgrades
- Martha Kreitzman: Budget, School Lunch Program
- Adria Maddaleni: Staff – Morale, Calendar
- Jennifer Mims-Howell: Student Achievement, Graduation and Postsecondary Readiness



Website Reporting

- The district's strategic plan web page:
<https://mps.milwaukee.k12.wi.us/en/District/Initiatives/Strategic-Plan.htm>

Quarterly Review and Updates to Plan	
S	STUDY: To be completed quarterly & at end of school year
Summarize Data to Date	
Color Coding	<p>On your action plan, color code the steps that you planned for this past quarter:</p> <p>Green – Action step completed. Yellow – Action step in progress Red – Action step was not started as planned</p> <p>Describe any reason an action step scheduled for the past quarter was changed or moved rather than coded red.</p>
Analyze how this data gives evidence to your progress on the plan (refer to the measures you listed)?	Analyze the data that gives evidence to lack of progress toward the plan (refer to the measures you listed)?
A	ACT: Revise or continue with implementation based on data analysis
What will you change about your plan for the next quarter?	

Activities and Milestones	July	August	September	October	November
Develop a subcommittee to determine past/current practices of recognition and from current department heads/school leaders.			X	X	X
Develop surveys to determine the current status of employee morale/value.					
Analyze data from the current practice and impact survey to determine next steps.					
Solicit members for a districtwide recognition committee for 2024–25.					
Acquire accurate information about salary and benefits for all positions for FY24.	X	X	X		
Identify a variety of communication methods to distribute the salary and benefits information.	X	X	X		
Implement multiple strategies to inform and engage staff in available benefits offerings.				X	X

Available for viewing October 25, 2023

Strategic Plan Dashboard



Strategic Plan Dashboard

Mission Statement

Milwaukee Public Schools is a diverse district that welcomes all students and prepares them for success in higher education, post-educational opportunities, work, and citizenship.

Vision Statement

Milwaukee Public Schools will be among the highest-student-growth school systems in the country. All district staff will be committed to providing an equitable educational environment that is child-centered, supports achievement, and respects and embraces diversity. Schools will be safe, welcoming, well-maintained, and accessible community centers that meet the needs of all. Relevant, rigorous, and successful instructional programs will be recognized and replicated. The district and its schools will collaborate with students, families, and community for the benefit of all.

Strategic Initiatives in 2023–2024:

Student Achievement:

By 2028, Milwaukee Public Schools will see at least 50% of all students meeting proficiency or higher as measured by multiple student achievement measures.

- Green - Action steps completed (3)
- Yellow - Action steps completed (8)
- Red - Action step was not started as planned (0)

[Download Student Achievement Timeline](#)

[Open All](#)

[Q1 Strategic Plan Report – Student Achievement](#)

Special Projects:

Communications:

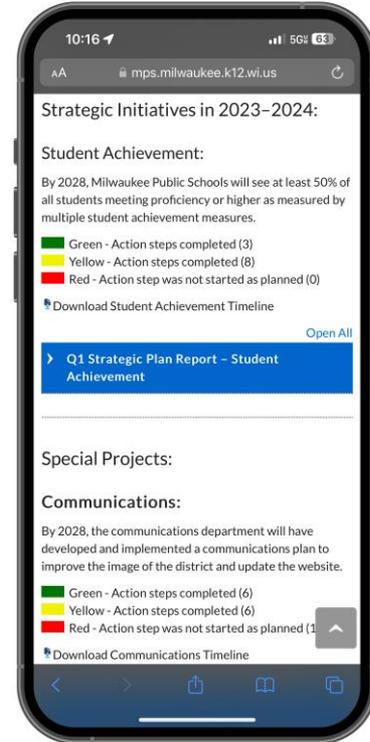
By 2028, the communications department will have developed and implemented a communications plan to improve the image of the district and update the website.

- Green - Action steps completed (6)
- Yellow - Action steps completed (6)
- Red - Action step was not started as planned (1)

[Download Communications Timeline](#)

[Open All](#)

[Q1 Strategic Plan Report - Communications](#)



Strategic Plan – Special Projects

- Staff – School Lunch Programs
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

During the 2023–24 school year, the nutrition department will increase student knowledge of USDA guidelines while improving the quality of food services. (Office of Finance – Nutrition)

Activities and Milestones	23-24	24-25	25-26	26-27	27-28
Provide high-quality, nutritious, student-friendly meals (e.g., visually appealing) that meet the USDA requirements.	X	X			
Offer multiple menu choices to increase choices for diverse student groups.	X	X			
Students and family are aware of the offerings that are available.	X				
We have successful and actionable communications plans to students, staff, and families that maintain their knowledge of programs, food, and policies.	X	X	X		
To have a system that gathers and shares information regarding student allergies, special needs, and student opinions (e.g., star system, ratings).	X	X	X		
Cafeterias should be clean, informative, and welcoming.	X	X			
Students will be provided with instruction about nutrition and healthy eating habits.	X	X	X		
Food Service staff should provide excellent customer service to students and staff (e.g., respect, friendly).	X	X	X		
Staff is well trained and able to communicate programs to stakeholders.		X	X		
Current industry-standard equipment is needed in all kitchens.	X	X	X	X	X

Strategic Plan – Special Projects

- Staff – Budget Engagement and Education
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

By the end of the 2027–28 school year, the Office of Finance will increase education and engagement in the budget process at the district and school levels.					
Activities and Milestones	23-24	24-25	25-26	26-27	27-28
School and department leaders hold meetings about the budget with their stakeholders (e.g., schools meet with families, departments meet with staff) at least three times a year.	X	X	X	X	X
Budget engagement opportunities are accessible to all audiences in multiple formats (e.g., tailored to audience interests).		X	X		
Educate staff and stakeholders regarding key components of budget allocations (e.g., per-pupil allocation, grants, staffing).	X	X	X	X	X

Strategic Plan – Student Achievement

- Student Achievement
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

By 2028, Milwaukee Public Schools will see at least 50% of all students meeting proficiency or higher as measured by multiple student achievement measures.					
Activities and Milestones	23-24	24-25	25-26	26-27	27-28
Students will be at grade level at the end of each school year.				X	X
Students will complete rigorous coursework and will be exposed to world languages.	X	X	X		
Students will feel emotionally and physically safe in school.	X	X			
All classrooms will be inclusive for all students (e.g., race/ethnicity, special needs, gender).	X	X			
Students will be equipped with skills for continued learning.					X
Students will be engaged in leadership and extracurricular activities.				X	X

Strategic Plan – Graduation and Readiness

- Graduation and Postsecondary Readiness
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

Milwaukee Public Schools will increase the graduation rate to over 75% in the next five years and will increase all student readiness that prepares them for success in higher education, post-education opportunities, work, and citizenship.					
Activities and Milestones	23-24	24-25	25-26	26-27	27-28
All students will be prepared for career opportunities and/or postsecondary learning by graduation.	X	X	X	X	
Fifty percent of all graduates will enroll in postsecondary learning and graduate/complete.				X	X
All students will be confident in their abilities to be successful in education, work, or the military.	X	X	X	X	

Strategic Plan – Rightsizing the District

- Staff – Rightsizing the District
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

By 2028, MPS will have sufficient schools to offer equitable programming to all students and sufficient fully licensed staffing to fill all classrooms.					
Activities and Milestones	23-24	24-25	25-26	26-27	27-28
By 2028, MPS will have increased the teacher fill rate for CSI schools by 5% each year.	X	X	X	X	X
A larger continuous talent pool will be created using pathways for internal candidates and students as well as out-of-state recruitment.	X	X	X	X	X
A plan will be developed to address census and enrollment patterns, space allocations, equity of programming, and student-teacher ratios to better serve the students and families.	X	X	X	X	X
The school's day will be redefined to ensure sufficient instructional minutes for students, opportunities for professional learning/ collaboration with staff, and extracurricular engagement for students.	X	X	X	X	X

Strategic Plan – Rightsizing – Facilities and Upgrades

- Staff – Rightsizing – Facilities and Upgrades
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

By 2028, MPS will implement a long-term facilities master plan to address the needs identified in the strategic planning survey (e.g., building systems, bathroom upgrades, space utilization, enrollment patterns, and programming needs).

Activities and Milestones	23-24	24-25	25-26	26-27	27-28
A long-term facilities master plan will be developed and implemented that addresses the concerns raised by the students, staff, families, and community.	X	X	X	X	X
Fewer buildings that are neither overcrowded or underutilized.					X
State-of-the-art educational facilities, grounds, and building systems that meet the needs of all staff and students.				X	X
Adequate staff operate, service, and maintain facilities and systems.			X	X	
The district is integrated and works synergistically and holistically with all offices.	X	X	X	X	X
Centralized control of budget for facilities will better align maintenance budget with the needs of the district.	X	X			
Schools are marketable to families and the community that are welcoming, well maintained, and clean (e.g., historic, specialty).	X	X	X	X	X
District initiatives have a plan and budget commitment for continued maintenance.	X	X	X	X	X

Strategic Plan – Special Projects

- Staff – Communications
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

By 2028, the communications department will have developed and implemented a communications plan to improve the image of the district and update the website.

Activities and Milestones	23-24	24-25	25-26	26-27	27-28
Communications will have centralized internal and external communications plans that include standard operating procedures that are actionable and cohesive.	X	X	X		
MPS leadership will be knowledgeable about best practices in communications and crisis communications.		X	X		
MPS and its schools should have a clear, consistent, and professional branding.	X	X	X	X	X
The district and school websites are easily accessible, intuitive, and up to date for all stakeholders.	X	X	X	X	X
The communications department has a targeted media relations strategy in place.			X	X	X
MPS as a source of expertise on many topics and creates strong relationships between our district communications department and local media outlets.				X	X
The communications department has adequate resources (financial, equipment and personnel) to meet the needs of the school district.		X	X	X	

Strategic Plan – Staff Morale

- Staff – Staff Morale
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

Annually, staff morale will improve as staff feel valued, safe, and supported to do their work successfully.					
Activities and Milestones	23-24	24-25	25-26	26-27	27-28
Current methods of recognition will be reviewed and others will be developed to honor and acknowledge staff.	X	X			
Communications to staff will be developed (e.g., website, newsletter) along with methods of collaboration for increased opportunities for dialog and learning.	X	X	X		
A committee will be created to develop strategies for the district to improve staff morale.		X	X	X	
Safety policies, procedures, incidents, and concerns will be analyzed at all district sites to establish upgrades to security and protocols (audit).	X	X	X		

Strategic Plan – Special Projects

- Staff – Calendar
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

By the 2024–25 school year, the Office of Human Resources will have addressed the implementation of one versus two calendars.

Activities and Milestones	23-24	24-25	25-26	26-27	27-28
Develop Calendar Options for 2024–25	X	X			

Strategic Plan – Staff Professional Learning

- Staff – Professional Learning
- 5-Year Timeline
- 2023–24 Timeline
- Quarter One Report Out

By 2028, all MPS staff will receive professional learning opportunities to improve their performance and opportunities for advancement within their careers.					
Activities and Milestones	23-24	24-25	25-26	26-27	27-28
Structures will be developed to provide required professional learning within the workday for all staff.	X	X			
The district will provide differentiated supports and establish accountability measures to ensure fidelity in implementation of professional learning.	X	X	X		
All MPS staff will engage in ongoing professional learning and reflection to implement culturally responsive practices to create an inclusive learning community.		X	X	X	X
The district provides required and self-directed intentional, unique, and leveled professional learning to meet the specific needs of staff.			X	X	X

Moving Forward

- The work continues!!
- Chief in charge of each plan will hold quarterly data reviews.
- Leads listed in the plans will report progress to the chief in charge of the plan.
- Align continuous school improvement plans to the strategic plan is critical.
- Align current and new work/initiatives to the strategic plan.
- Share results on the website.



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Thank You

Vinaka Maake Asante Shukria Dhanyavadagalu
감사합니다 Dank Je Dankscheen Kam Sah Hammida Manana Dankon
Blagodaram Dziakuje Mauruuru Biyan Chokrane Diolch i Chi Terima Kasih Matondo
Juspaxar Arigato Grazie Tack
நன்றி Bedankt Dhanyavada Arigato Gracies Mochchakkeram
Ua Tsaug Rau Koj Dakujem cảm ơn bạn Khap Paldies Tingki
Suksamat Dëkuji Nirringrazzjak Hvala Di Ou Mèsi Kia Ora Kop Khun Khap Obrigado
Misaotra Rahmat Matur Nuwun 谢谢 Welalin Danke Mercier Merci Go Raibh Maith Agat
Xbala Di Ou Mèsi Kia Ora Kop Khun Khap Obrigado
谢谢 ありがとう



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Questions?