



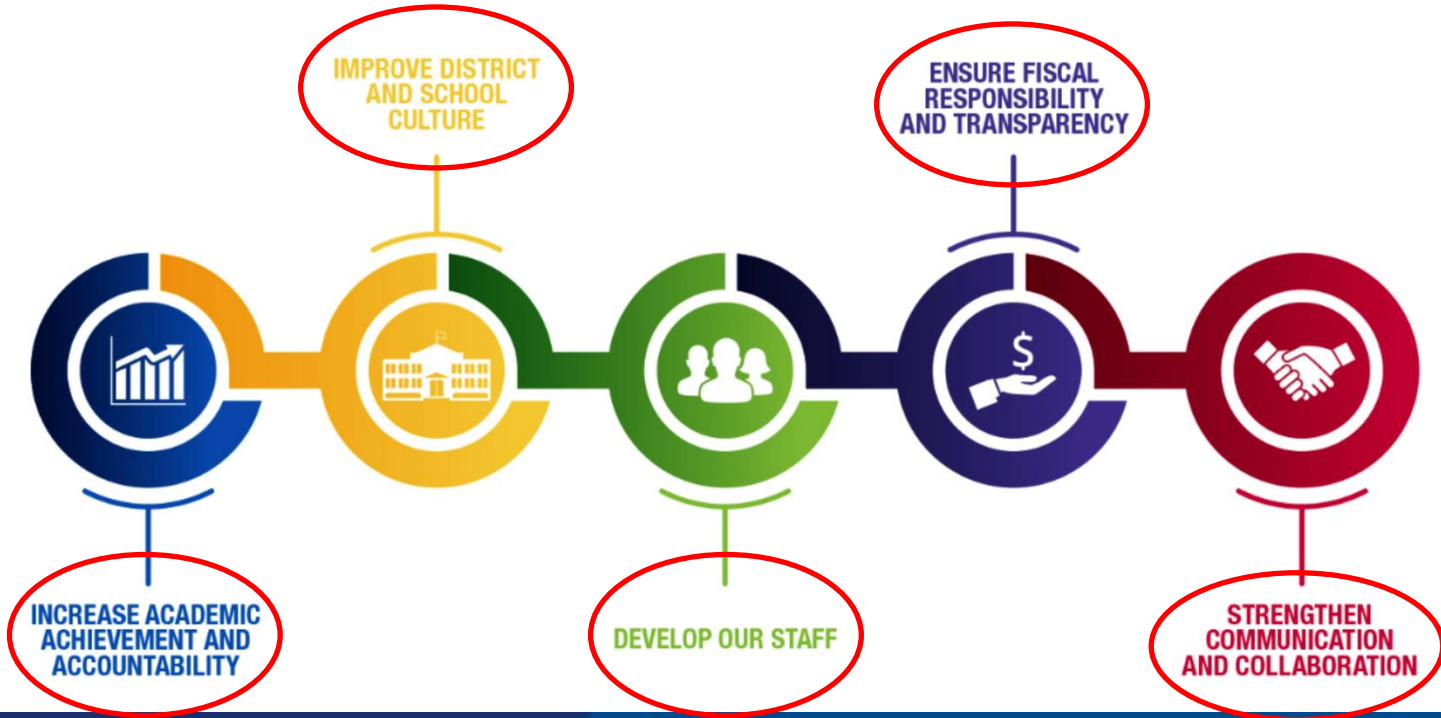
**MILWAUKEE
PUBLIC SCHOOLS**

Update with Possible Action on the 2023–2028 Strategic Plan

June 22, 2023

Dr. Keith P. Posley
Superintendent

Five Priorities for Success

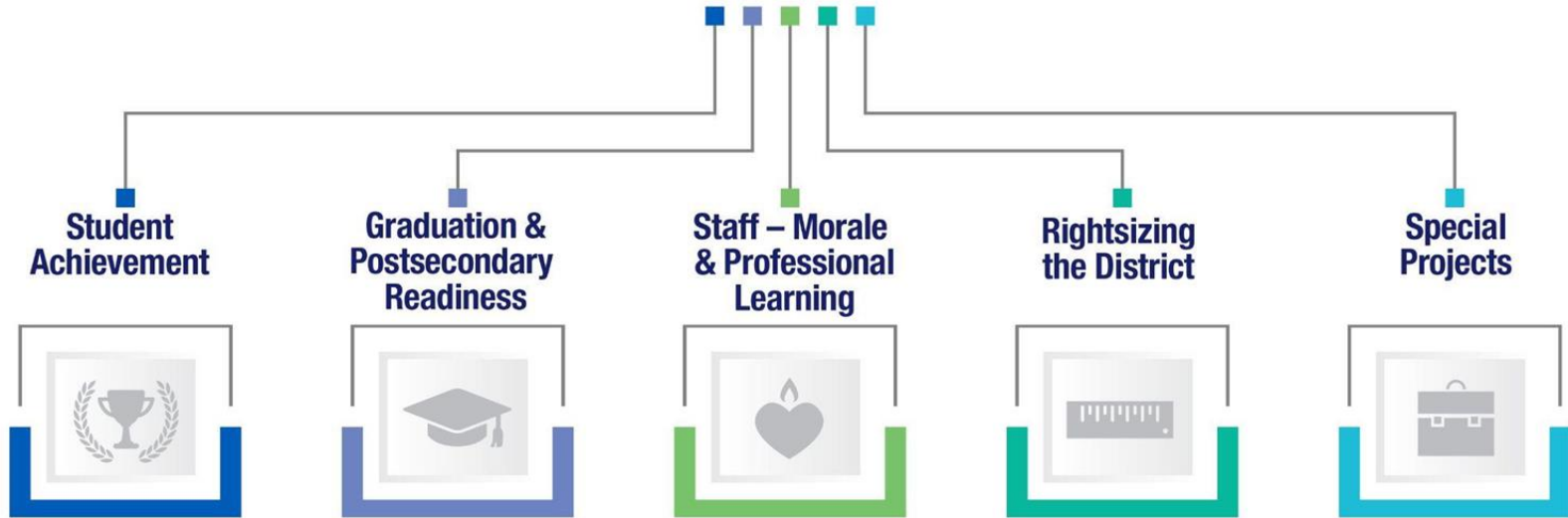


Strategic Plan Driving Our Mission



Strategic Plan Driving Our Mission:

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



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

2021–2022 Baldrige Framework Overview



From Baldrige Performance Excellence Program. 2021. *2021–2022 Baldrige Excellence Framework: Proven Leadership and Management Practices for High Performance (Education)*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>.

Team

- Data Metrics – Melanie Stewart and Natalie Collins
- Technology and Communications – Chad Meyer, Nicole Armendariz, and Stephen Davis
- Senior Leadership – Eduardo Galvan
- Human Resources – Pepper LaMothe and Alexandra Kestner
- Finance – Shelley Perkins
- Academics – Felicia Saffold and Lorena Gueny
- Equity and Inclusion – Patricia Ellis
- Operations – Michelle Lenski
- Governance – Jacqueline Mann and Nita Farrow
- Strategic Partnerships – Christy Stone
- Chiefs – Paulette Chambers, Katrice Cotton, Martha Kreitzman, Adria Maddaleni, and Jennifer Mims-Howell



Strategic Planning Surveys

- Surveys were distributed to families, community members, staff, and students to collect feedback on a wide range of topics.
- Both selected response and open-ended questions were asked.

Initial Survey Results

- Students: 20,619 69.8% of students grades 6–12
- Staff: 4,840 56.3% based on 8,593 FTE
- Community (identified): 3,110 155.5% of our 2,000 goal
- Families (identified): 4,781 59.7% of our 8,000 goal
- Community and family: 7,891 78.9% of the total 10,000 goal

Survey Results

- The district's strategic plan web page:
<https://mps.milwaukee.k12.wi.us/en/District/Initiatives/Strategic-Plan.htm>
- Organizational profile
- Five data sets collected by the strategic plan committee
- Selected response data from the family, community, staff, and student surveys
- Summary of themes from each survey's final question
- Other open-ended data being redacted for privacy

Continuous Improvement Using Plan-Do-Study-Act

Title of Plan:

P

PLAN

Strategic Plan–Aligned SMART Goal

Data Analysis, Root Cause Analysis, Needs Assessment, and Strategies

What data points show the need for this goal?

What is insufficient with the current status or process? What barriers exist (root cause analysis)?

Needs assessment statements:

What work has been accomplished already to meet this goal?

State the strategy/strategies that will be implemented to reach your goal (“if/then” statements):

Setting Goals Based on Your Data

Plan-Do-Study-Act

Identify Measures for Plan Effectiveness:

List the measure(s) that the team will use to determine whether the overall goal was met (impact).

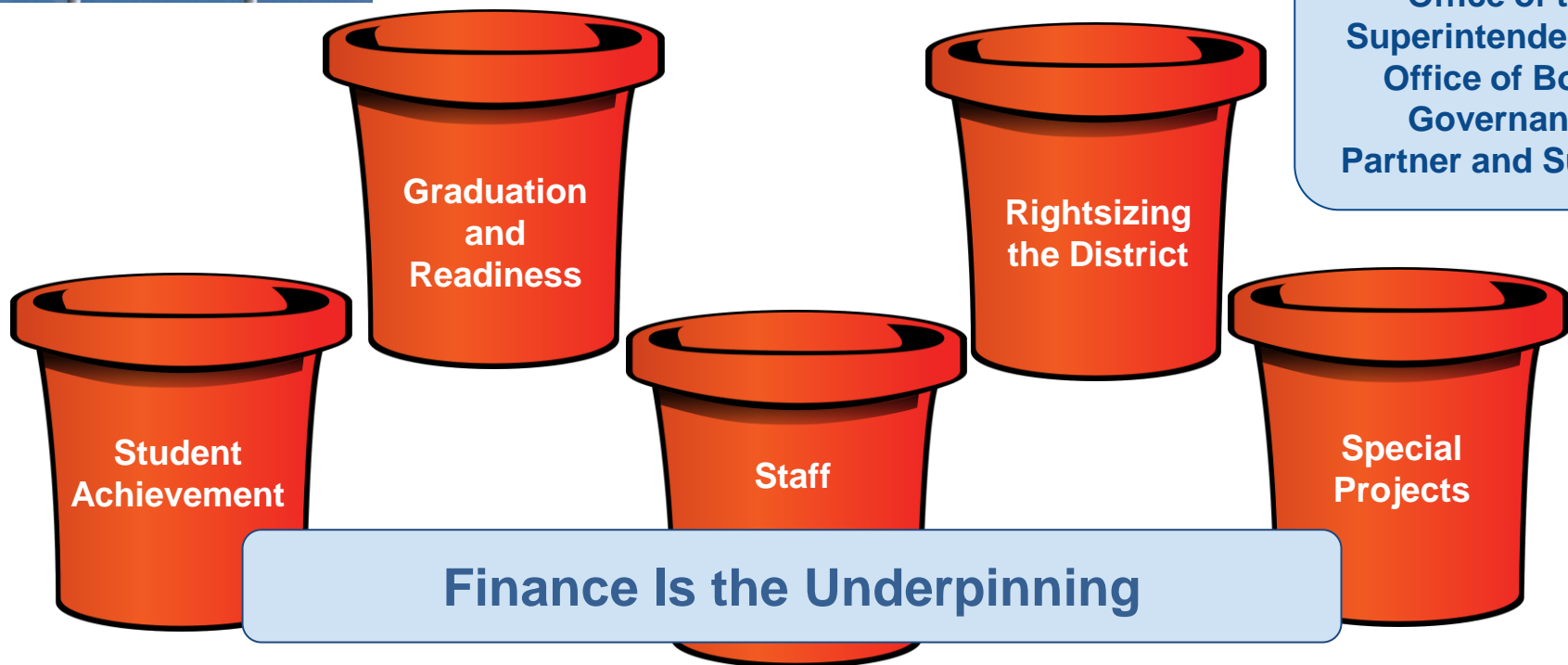
Summative	When Are the Data Available?
Formative	When Are the Data Available?

D		DO: Develop and Implement Deployment Plan		
Action Steps What steps will you and your team take?	Measure/Indicator What data will be collected?		When Will Work Be Completed on This Action Step?	Person(s) Responsible
	How will you know that <u>the step</u> is completed?	How will you know that <u>the step</u> was done with fidelity or quality? If PD, that the content was learned?		

Study and Act – Reviewed Quarterly

What are the BIG strategic areas that the data are bringing to light?

Plan



Office of the Superintendent and Office of Board Governance Partner and Support

Lessons Learned

- Teams are excited about the work and are ready to get started.
- Teams understand that it is critical that future work and initiatives align to the strategic plan.
- Teams realize that decisions must be data-based.

Strategic Plan – Student Achievement

- Student Achievement
- 5-Year Timeline

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

- 2023–24 Timeline

Strategic Plan – Graduation and Readiness

- Graduation and Postsecondary Readiness
- 5-Year Timeline

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	

- 2023–24 Timeline

Strategic Plan – Staff Morale

- Staff – Staff Morale
- 5-Year Timeline

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		

- 2023–24 Timeline

Strategic Plan – Staff Professional Learning

- Staff – Professional Learning
- 5-Year Timeline

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

- 2023–24 Timeline

Strategic Plan – Rightsizing the District

- Staff – Rightsizing the District
- 5-Year Timeline

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

- 2023–24 Timeline

Strategic Plan – Rightsizing – Facilities and Upgrades

- Staff – Rightsizing – Facilities and Upgrades
- 5-Year Timeline

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

● 2023–24 Timeline

Strategic Plan – Special Projects

- Staff – Calendar
- 5-Year Timeline

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			

- 2023–24 Timeline

Strategic Plan – Special Projects

- Staff – Communications
- 5-Year Timeline

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	

- 2023–24 Timeline

Strategic Plan – Special Projects

- Staff – School Lunch Programs
- 5-Year Timeline

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

- 2023–24 Timeline

Strategic Plan – Special Projects

- Staff – Budget Engagement and Education
- 5-Year Timeline

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

- 2023–24 Timeline

Moving Forward

- The work begins!!
- Chief in charge of each plan will hold quarterly data review.
- Leads listed in the plans will report progress to the chief in charge of the plan.
- Alignment of strategic plan to continuous school improvement plans 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, Manana, Dankon, Matondo, Kam Sah Hammida, ار كمش, Kiitos, Maake, Asante, Shukria, Dhanyavadagalu, Manana, Dankon, Matondo, 감사합니다, Dankscheen, Спасибо, Kösönöm, Dank Je, Mauruuru, Biyan, Chokrane, Diolch i Chi, Terima Kasih, Taiku, Tack, Blagodaram, Ngiyabonga, Dziukuje, Arigato, Grazie, Mochchakkeram, Juspaxar, Gracias, Tingki, Ua Tsaug Rau, Bedankt, Dakujem, धन्यवाद, cảm ơn bạn, Khap, Paldies, Gratias Tibi, Obrigado, Dëkuji, Nirringrazziak, Hvala, Di Ou Mèsi, Kia Ora, Kop, Khun, Khap, Paldies, Gratias Tibi, Obrigado, Suksamat, Rahmat, Matur, Nuwun, 谢, 谢, Xbala, Welalin, Di Ou Mèsi, Kia Ora, Kop, Khun, Khap, Paldies, Gratias Tibi, Obrigado, Misaotra, Matur, Nuwun, 谢, 谢, Xbala, Welalin, Di Ou Mèsi, Kia Ora, Kop, Khun, Khap, Paldies, Gratias Tibi, Obrigado, Merci, Go, Raibh Maith Agat, Eskerrik Asko, Salamat, ขอบขอบคุณ, Najis Tuke



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Questions?