ENTRY PLAN

Interim Superintendent • Keith P. Posley, Ed.D.

May 21 – August 31, 2018
Education is the most powerful weapon which you can use to change the world.

– Nelson Mandela
Dear Members of the MPS Community,

As I begin my role as interim superintendent for Milwaukee Public Schools, I would like to share my hopes and dreams for our students and how we can work together to make them a reality. The past 28 years of my life have been dedicated to working in MPS in various positions – teacher, principal, and various administrative roles. Most recently, I was Chief School Administration Officer and was charged with overseeing all 160 MPS schools and their school leaders. I am honored to have worked with so many of you, interacted with students, and engaged families and the community-at-large.

Public education changed my life. It expanded my world. I want all MPS students to have the same opportunities to grow, learn, and excel. I am dedicating myself to that goal. Working together, we can achieve it.

I am excited to begin my work as interim superintendent. Nothing is more important than the academic success of our young people. I am prepared to do whatever is necessary to make certain all students have access to opportunities that allow them to experience personal and academic success in Milwaukee Public Schools.

As we commit ourselves to the success of every child, I will be focusing on **Five Priorities for Success**:

- Increasing academic achievement and accountability
- Improving district and school culture
- Developing our staff
- Ensuring fiscal responsibility and transparency
- Strengthening communication and collaboration

I will be visiting schools and soliciting feedback to get your thoughts about district strengths, our potential for growth, and opportunities for improvement. Please go to our website at mpsmke.com/feedback and let us know what you think.

Our children are our future leaders. They deserve every opportunity to be successful. It is our responsibility to make sure every child has the chance to succeed.

Sincerely,

Keith P. Posley, Ed.D.
Interim Superintendent of Schools

**Start. Stay. Succeed.**
Entry Plan Purpose

To establish a structure for a transparent, smooth and efficient transition of the interim superintendent, identify priorities and ensure the development of common goals and visions.

Entry Plan Goals

1. Establish expectations for student success with an emphasis on student-centered alignment of resources and an organizational structure that supports schools and classrooms.

2. Ensure an effective, efficient, and orderly transition of leadership.

3. Work with MPS stakeholders to collaboratively develop a vision for Milwaukee Public Schools that focuses on the key areas of reading, mathematics and writing.

4. Build a positive and trusted working relationship with the Milwaukee Board of School Directors that is anchored in the district’s vision and mission and mutual respect.

5. Develop a budget focused on the classroom and student success.

6. Build public trust and establish opportunities for positive interactions with students, staff, families and community members.
Entry Plan Outcomes

1. An analysis of school and community feedback to provide guidance as the district implements plans to improve achievement, efficiencies, and alignment.

2. A sharper focus on programs and efforts to help every child succeed.

3. A foundation that supports strategic efforts to improve outcomes for our students, greater collaboration amongst staff, and increased community engagement and awareness.
Entry Plan Focus Areas

I. Milwaukee Board of School Directors

To ensure that the district has a clear focus to meet the needs of all children, a trusting, positive, collaborative and open relationship will be developed with each individual member of the Board and the Office of Board Governance.

- Share Entry Plan with Board members for feedback.
- Schedule individual meetings with each Board member to build trust, relationships, broaden perspectives, and establish expectations for open two-way communication.
- Arrange a Board retreat to clarify expectations, communication protocols, roles and responsibilities, and discuss other areas that will result a smooth working relationship.
- Establish regular meetings with all Board members.
- Establish regular meetings with Board Committee Chair(s) for reviewing and developing agendas.
- Attend school visits and school events with Board members.
II. Organizational Structure and Alignment

*Review and assess the current organizational structure to determine how we are providing support to schools and determine where there are opportunities for improvement.*

- Review critical documents including the strategic plan, Long-Range Facilities Master Plan, operating budget and projection, organizational charts, audit results, grants, and student demographic and performance data to determine alignment, operational efficiency, and effectiveness.
- Evaluate the current organizational structure to focus on student academic achievement, operational efficiency and alignment.
- Meet weekly with senior leadership to establish a mechanism for addressing short-term and long-term planning in a timely and effective manner and to establish protocol for meetings and communication.
- Collaborate with district and school staff to ensure an outstanding start of the 2018-19 school year with a clear focus on expectations and outcomes.
- Conduct a retreat with senior team to review the strategic plan, achievement data and discuss leadership team structures, protocols, norms and practices.
- Request information from all departments to provide an overview of their current areas of responsibility, major initiatives with timelines, and a review of opportunities for improvement.
- Align priorities to improve academic achievement and operational efficiency and consistency, allowing the district to speak with one voice.
- Review departmental information with each respective chief.
III. Budget

Examine and gain a deeper understanding of the district’s current fiscal condition. Begin to work with the Milwaukee Board of School Directors and other stakeholders to ensure future budget strategies are developed.

- Review and analyze key district financial materials including, but not limited to: the operating budget, financial projections, resource allocation, and budgeting process.
- Review recent audit, grants and district contracts and terms.
- Conduct meetings with key finance team members and senior leadership on budget, operations and opportunities for greater efficiencies.
- Determine recommendations and strategies to support fiscal responsibility and transparency.
- Develop a comprehensive plan to increase resources through aggressive efforts including, but not limited to: retaining and recruiting students, securing outside funding, and growing partnerships.
IV. Student Achievement

The district’s priority is to provide high-quality instruction to all students. Teachers will use rigorous K-12 instructional materials, monitor student progress, and ensure opportunities and resources are provided to all students.

- Establish a culture where students, families, staff and the community believe that all students can achieve academic success, and that we are committed to meeting the needs of all learners.
- Review and evaluate current curriculum, support materials, and professional development to determine how it is meeting the needs of all learners.
- Review and analyze disaggregated student achievement data and historical trends.
- Review and evaluate strategies in place for those students who need additional support as well as strategies to increase student access to advanced coursework.
- Review and evaluate current progress-monitoring tools that measure student mastery as well as growth in achievement.
- Ensure all students are receiving appropriate, targeted interventions.
- Determine a course of corrective action for chronically low-performing schools.
V. Families and Community

Understanding the culture, history and expectations of the entire community is critical to our success. Relationships will be established with stakeholders to listen to their ideas and share district plans to secure their feedback.

- Establish meetings with key stakeholders including universities, businesses, faith-based leaders and city and state officials.
- Establish relationships with civic, philanthropic, and community organizations.
- Review the district’s communication and engagement strategies to determine the appropriate reporting structure.
- Increase opportunities for students to voice their ideas, thoughts, and concerns.
- Schedule meetings with the district’s union partners.
- Host listening sessions with school building leadership teams, parents, students, and the community.
- Make connections with local media outlets to establish routine communication protocols for routine and urgent communications.
- Determine a calendar to attend services and meetings of the faith community and community-based organizations.
Milwaukee Board of School Directors

Board members may be contacted at the
MPS Office of Board Governance, (414) 475-8284.
Jacqueline M. Mann, Ph.D., Board Clerk/Chief

NONDISCRIMINATION NOTICE

It is the policy of Milwaukee Public Schools, as required by section 118.13, Wisconsin Statutes, that no person will be denied admission to any public school or be denied the benefits of, or be discriminated against in any curricular, extracurricular, pupil services, recreational or other program or activity because of the person’s sex, race, color, religion, national origin, ancestry, creed, pregnancy, marital or parental status, sexual orientation or physical, mental, emotional or learning disability. This policy also prohibits discrimination under related federal statutes, including Title VI of the Civil Rights Act of 1964 (race, color, and national origin), Title IX of the Education Amendments of 1972 (sex), Section 504 of the Rehabilitation Act of 1973 (disability), and the Americans with Disabilities Act of 1990 (disability). The individuals named below have been designated to handle inquiries regarding the nondiscrimination policies.

For section 118.13, Wisconsin Statutes, federal Title IX: Matthew Boswell, Senior Director, Department of Student Services, Room 133, Milwaukee Public Schools, 5225 W. Vliet St., P.O. Box 2181, Milwaukee, WI, 53201-2181
For section 504 of the Rehabilitation Act of 1973 (Section 504), federal Title II: J. Andy Woyte, Interim Section 504/ADA Coordinator, Department of Specialized Services, 6620 W. Capitol Dr., Milwaukee, WI, 53216, (414) 438-3677
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Senior Team

Rosana Mateo, Ph.D., Interim Deputy Superintendent
Tonya Adair, Interim Chief Academic Officer
Marla Bronaugh, Interim Chief Communications & School Performance Officer
Thomas P. Conjurski, Chief Financial Officer
Katrice Cotton, Ed.D., Interim Chief School Administration Officer
Himanshu Parikh, Chief Human Resources Officer
Sue Saller, Manager III, Superintendent's Initiatives
Maricha Harris, Special Assistant to the Superintendent

Larry Miller
District 5, Vice-President

Wendell Harris, Sr.
District 2

Michael Bonds, Ph.D.
District 3

Annie Woodward
District 4

Mark Sain
District 1, President

Paula Phillips
District 7

Carol Voss
District 8

Terrence Falk
At-Large

Luis A. Báez (Tony), Ph.D.
District 6

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