January 10, 2019

The Honorable Governor Tony Evers
Wisconsin State Capitol
Madison, WI 53707

Re: Proposals to Transform the Future of Milwaukee through Education

Dear Governor Evers,

Yesterday we proudly presented a two-year progress report on our efforts to transform the future of Milwaukee through education. Our platform is M³, an initiative that harnesses the power of our three institutions working together to enhance student success.

M³ Overview

Providing a quality education to as many Milwaukeeans as possible is critical to unlocking Milwaukee’s potential and driving economic growth and prosperity in the region. Access to a high-quality education ensures the people in our community are prepared for good-paying jobs. Importantly, as employers increasingly search for hard-to-find talent, educating our youth, or “growing our own”, holds the key to the future work force. And, higher graduation rates pay off in the form of higher wages and higher income tax revenue for the State.

Milwaukee’s three largest public educators — Milwaukee Public Schools (MPS), Milwaukee Area Technical College (MATC), and the University of Wisconsin-Milwaukee (UWM) — have partnered to be key change

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agents and are leveraging our three institutions to produce greater student success and career preparedness. The three partners share an important joint goal: To serve urban populations with an open access mission and philosophy.

Founded in the spring of 2015, M³ is dedicated to achieving student success in Milwaukee, from kindergarten through college. As the executive sponsors of this initiative, we believe that marshaling the resources of our institutions can make a dramatic, positive impact on the greater Milwaukee community. The strengths we bring — our diversity, our distinct student population characteristics and the sheer number of our students — about 140,000 collectively, make our reach and potential for impact vast. Given the recent Brookings report that shows Milwaukee is the most segregated city in the nation (beating out New York, Chicago and Detroit in that order), success for our students through this initiative will have significant positive impact on our city and region.

M³ seeks to transform the future of Milwaukee through education. Through collaboration, coordination and partnership, MPS, MATC, and UWM will increase the retention, graduation, and career success of our students and provide a prepared workforce and citizenry for the Wisconsin economy. M³ will also provide the education and resources to help drive an entrepreneurial mindset for all students to increase choices and opportunities for growth.

We are already seeing results. This week's impact update meeting showed momentum in several of our key metrics. Please refer to the attached dashboard which illustrates this exciting progress.

We are building on our momentum together but recognize we can advance our goals faster with your help. This spring we are investing in a Dual Enrollment pilot program for 50 MPS students and have identified several other transformative projects that would benefit from additional support. Therefore, we are writing to ask that you consider supporting one or more of these four important proposals in the 2019-21 State Budget.

**Overview of Four M³ Proposals**

The following four proposals are being offered for your consideration. Each are described further below.

1. M³ Works – Winning for our Region: Knowledge and Solutions
2. Grow Your Own (GYO) Program
3. Teacher Leadership Development Academy
4. Principal Leadership Development Academy
After your review of these abbreviated descriptions, we invite further discussion where we can provide more specific information regarding projected numbers of participants, concrete outcomes and metrics, and budgets for each initiative. Each can be scaled to accomplish the desired scope of results.

1. **M³ Works – Winning for our Region: Knowledge and Solutions:** Many Milwaukee youth need more concentrated support to graduate from high school, enter a postsecondary program and be job ready. A multi-year strategy will be utilized to increase the success of Milwaukee youth who move from education to employment while ensuring our region has the diverse and talented workforce needed. This program will strengthen the impact of college and career services for 1,000-1,200 Milwaukee youth annually by adding and enhancing coordinated services in high school aimed at transitioning to postsecondary education, identifying career pathways, and connecting students to work-based learning experiences.

   It will provide a comprehensive case management approach to better engage and connect students with the appropriate opportunities and services needed for successful outcomes. Individual student goals, progress and completion will be monitored by the M³ Works school-based teams through data sharing, partner coordination and student feedback. School-based College and Career Centers (new in 2017-18) at four MPS high schools will be used as service delivery hubs. And, action among schools, nonprofits and business partners will ensure that student services are delivered through a prescribed set of activities in a complementary, reinforcing and effectively sequenced manner.

2. **Grow Your Own:** Facing a dearth of teachers, especially diverse and underrepresented teachers, we are currently developing a program that draws from MPS schools to engage, recruit, and mentor high school students as potential future K12 teachers. They will be encouraged to enroll in education courses, and continue coursework at MATC and then UWM, while student teaching at MPS. They would be eligible for education scholarships and MPS retention packages.

   In addition to the long-term plan identified here to bring current MPS students into the teacher pipeline, paraprofessionals seeking an undergraduate degree and certification are a viable and diverse resource to meet the need for high quality committed professionals. Through the Professional Licensure with Undergraduate Support (PLUS) program and similar programs being discussed, MATC and UWM offer coursework contributing to licensure in special education while the paraprofessionals build on their on-the-job classroom experiences. This program would generate up to 50 new teachers in a year and a number to be determined in future years.

3. **Teacher Leadership Development Academy:** The quality of education of our children is most directly affected by the teachers with whom they interact throughout the day. To strengthen existing teachers,
building on their care and calling, we propose an educational leadership development program that emphasizes and reinforces effective teaching and learning practices.

Teachers would be able to apply for this program—and some would be selected—for specific courses of study. Highly effective teachers would be recruited as mentors to both model and evaluate teachers in the program. While there is an assumption that current teachers are well trained and proficient, the field of education and our schools can benefit from learning other practices and exposing teachers to and coaching them on improvement strategies in the context of their actual work. After establishing developmental needs, we will establish curriculum and developmental goals and implement budgets and timelines that reflect the number of teachers we want to put through the program.

4. **Principal Leadership Development Academy:** Principals are, arguably, the single most important determinant in school outcomes. Drawing from our past Ensuring Quality Leadership principal leadership development program and related programs, we would identify a cohort of principals to learn and develop their management and leadership skills. This program will teach established leadership skills and concepts and apply them in focused areas aimed at creating strong, positive, high achieving cultures.

Elements will include leadership skill assessments, interpersonal communication and social/intercultural intelligence, leadership presence, delegation principles, goal setting and performance feedback coaching, and other aspects to strengthen administration effectiveness. Principals will learn with and from each other, as well as from mentors in and outside of education. The curriculum would be collaboratively developed across our institutions. UWM and MPS will provide the organizing framework, drawing on our past work in our School of Education, Lubar School of Business and MPS Leadership Academy, integrating with expertise from MATC. The program would be modeled on the successful Ensuring Quality Leadership program which ran for three-years between UWM and MPS several years ago.

In any urban setting, there are challenges that adversely affect educational outcomes: school funding pressures, family instability leading to transient living and mobile student populations, neighborhood safety, joblessness, poverty, food insecurity, homelessness, and many other maladies. Despite these challenges, we believe that organically grown programs, embedded in our M³ institutions, will be an effective way in which we can change educational outcomes in Milwaukee. It is our further supposition that these ideas can be scaled and can help in the larger region—and in other settings—but that for proof of concept and for initial implementation and evaluation, we should develop them first in the M³ context.

While there are many initiatives that have been aimed at improving educational outcomes in Milwaukee—and there will continue to be—we believe the core elements contributing to educational success are strong performance-oriented leadership, well-developed teachers who care, and school cultures that expect and
demand high levels of achievement and accountability. The proposals we are putting forward reinforce those elements and build upon our recent progress.

We hope you can support one or more of these proposals in the upcoming 2019-21 State Budget deliberation and welcome the opportunity to discuss them with you. If you would like more information about M³, please contact any of us directly. And, if your staff would like additional operational details, please have them contact Phyllis King at (414) 229-6175 or pking@uwm.edu and visit https://uwm.edu/m-cubed.

Thank you for your consideration of this important request.

Sincerely,

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Milwaukee Public Schools

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President
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Mark Mone, Ph.D.
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University of Wisconsin-Milwaukee

CC: Scott Fitzgerald, Senate Majority Leader
    Robin Vos, Speaker of the Assembly
    Alberta Darling, Co-Chair – Joint Committee on Finance
    John Nygren, Co-Chair, Joint Committee on Finance
    Members, Joint Committee on Finance
Marking Two Years of Impact
Working to Accelerate Growth

HIGH SCHOOL GRADUATION
More MPS students are graduating from high school on time — and more work remains to ensure all students are on track for success.
* Class of 2015 - Baseline (reported in 2016)
* Class of 2017 - Current (reported in 2018)
* Target Percentage for 2019-20

ENTERING COLLEGE — AND PAYING FOR IT
More MPS students are enrolling in college — and completing the financial aid paperwork that can make it happen. We have set higher goals and are working to accelerate this growth.
* Class of 2015 - Baseline (reported in 2016)
* Class of 2017 - Current (reported in 2018)
* Target Percentage for 2019-20

SUCCEEDING IN COLLEGE
More MPS graduates are entering MATC and UWM, and yet, they are not experiencing the level of success we all want them to achieve. MPS institutions are implementing stronger supports to help more students stay on track to graduate.
* Fall 2015-Fall 2016 - Baseline (reported in 2016)
* Fall 2017-Fall 2018 - Current (reported in 2018)
* Target Percentage for 2019-20