



Opportunity Schools and Partnership Program

Structure, Vision and Guiding Principles

Dr. Demond A. Means, Commissioner
April 2016



**OPPORTUNITY SCHOOLS AND
PARTNERSHIP PROGRAM**

Milwaukee, Wisconsin

COMMISSIONER

Demond A. Means, Ed.D.

Executive Summary

Enclosed you will find the general structure and framework for the Opportunity Schools and Partnership Program (OSPP). The structure was developed to mirror the structure and questions typically addressed by an entity seeking an instrumentality charter school agreement with Milwaukee Public Schools.

However, it is important to note that these questions and structure are not *required* of the OSPP, which is a legislatively mandated educational reform initiative.

Enclosed are 18 essential questions for which the OSPP has submitted responses. The essential questions provide a vision for the program and how the schools will be different from past reform initiatives. The structure, vision and goals of the OSPP address the social-emotional and academic needs of Wisconsin's most challenged communities.

The OSPP reserves the right to amend and/or supplement the enclosed provisions. Additional feedback and input from stakeholders may potentially inform amendments to this structure.

If there are any questions, suggestions or insight you would like to offer to this structure, please do not hesitate to contact:

Dr. Demond A. Means
Commissioner
Opportunity Schools and Partnership Program
dmeans@osppmilwaukee.org

A. What is the name of the person charged to oversee the schools transferred from Milwaukee Public Schools to the Opportunity Schools and Partnership Program?

In accordance with Wis. Stat. 119.9001, the commissioner of the Opportunity Schools and Partnership reports to Milwaukee County Executive Chris Abele. The County Executive has appointed Dr. Demond A. Means as Commissioner of the Opportunity Schools and Partnership Program to handle the program's operations and oversight. The Commissioner and the County Executive have initiated a proposal to partner with Milwaukee Public Schools in a way that mirrors the conditions of an instrumentality charter school model.

B. What is the name of the person who will be in charge of OSPP schools and the manner in which administration services will be provided?

Under the direction of the Milwaukee County Executive, Dr. Demond Means assumes oversight of general administrative services of schools transferred to OSPP in accordance with Wis. Stat. 119.9002 (3).

The OSPP commissioner shall appoint a principal supervisor to provide general administrative support to OSPP schools. This support includes weekly principal coaching sessions, weekly site visits and all other administrative guidance. The principal supervisor will work closely with the OSPP Commissioner to ensure schools are operated in accordance with the vision of the Milwaukee County Executive and OSPP Commissioner.

The OSPP Commissioner shall appoint a wraparound services coordinator to: (1) ensure the effective implementation of wraparound services, (2) extend parental and community services and (3) expand community partnerships for OSPP.

The appointment of a principal supervisor and wraparound services coordinator depends on philanthropic and/or additional governmental support for OSPP.

C. A description of the educational program of the school.

The OSPP school framework emphasizes two distinct components related to school operation: the community school model of services and best practices in turnaround school efforts.

The community school model will afford OSPP schools to expand wraparound services to students and families through the following platforms: (1) extended learning opportunities (before, after and weekend school services), (2) onsite healthcare services, (3) social skills and mental health services and (4) family and community engagement.

To execute these wraparound services, OSPP has established partnerships with the following agencies: (1) YMCA of Greater Milwaukee, (2) Families and Schools Together (FAST), (3) state agencies and (4) Milwaukee County government.

The academic program will differentiate itself from other programming efforts through unique partnerships with nationally acclaimed educational leaders in school turnaround efforts. OSPP intends to work in conjunction with the Academy of Urban School Leadership (AUSL) of Chicago to provide advisory services in the areas of school climate and culture, teacher development and principal training and coaching.

AUSL has established an entire network of schools within Chicago Public Schools, with currently 32 schools in its portfolio. Its mission is: *To create schools of excellence by developing highly effective teachers and transforming educational outcomes for students in the lowest performing schools.* AUSL's prior experience in school turnaround efforts will be valuable to OSPP.

OSPP will also partner with Advancement Via Individual Determination (AVID) Center of San Diego, California. The partnership with AVID Center will focus on instructional best practices and increasing the academic rigor for students through intensive instructional practices.

In partnering with AUSL and AVID, OSPP schools will stress an intentional college and career culture for all students.

OSPP has established a partnership with the University of Virginia to provide technical support and professional development to school leaders and teacher-leaders in an OSPP school. This professional development program is nationally acclaimed for its work with urban schools seeking academic turnarounds.

The 2016-2017 school year will serve as a preparation year for OSPP turnaround efforts. The official launch is slated for the 2017-2018 school year.

Educational reform efforts are always rooted in the leadership guiding the initiatives. The experience of the thought partners and leaders associated with OSPP will assist in establishing high expectations for OSPP schools.

The above-described programming for OSPP will require a modification of school year and school day organization. Therefore, in the 2017-2018 school year, selected OSPP schools will use a year-round school calendar. The aforementioned partnerships and programming will require ongoing professional development for staff members.

The current curriculum and instructional materials of OSPP selected schools will be reviewed, with the possibility that OSPP will implement literacy and numeracy strategies that differ from current Milwaukee Public Schools curriculum. The review will take place during the 2016-2017 school year. A committee of teacher-leaders and principals from OSPP schools will be charged with providing recommendations to the OSPP Commissioner in relation to instructional materials they see fit to meet the unique needs of the students enrolled in OSPP schools.

To that end, the OSPP is in ongoing discussions with national curriculum specialists to determine the best match for the academic needs of our students. Implementation of any new curriculum will be for the 2017-2018 school year, after staff members have provided input into the selection process and received the appropriate professional development.

D. What are the methods OSPP schools will use to enable students to attain educational goals under Wis. Stat. 118.01?

OSPP schools will provide special education, English language learner and academic intervention services to students in need of these services and in accordance to law. All students will have access to extended learning opportunities made available through OSPP wraparound services.

E. What is the method by which pupil progress in attaining the educational goals under Wis. Stat. §118.01 will be measured?

OSPP shall use the following local measures, assessments and standardized tests to measure pupil progress under Wis. Stat. §118.01:

PERFORMANCE INDICATORS AND PROMOTION/GRADUATION REQUIREMENTS

OSPP schools shall, at a minimum, follow the same promotion and graduation measures as all MPS schools. OSPP schools shall issue diplomas consistent with the attainment of graduation measures.

OSPP schools agree to administer the local formative assessment program currently used in MPS.

OSPP shall annually administer the mandated state assessment, as well as any alternate assessments for eligible students with special needs. All students will be included in the assessment process, with reasonable accommodations for pupils made if necessary. OSPP shall include students with special needs and English language learners in all federal, state and local educational assessments, with appropriate modifications when necessary, or in alternative assessments for those students who cannot participate in federal, state or local educational assessments.

The OSPP Commissioner shall develop and submit an annual student achievement report to the Milwaukee Board of School Directors within 60 days of receipt of the data. The OSPP achievement report shall include all related school assessment data. The following criteria will be applied to measure growth of OSPP schools:

1. Achieve a percentage of students in an OSPP school scoring proficient and advanced on the state assessment in reading that is higher than the percentage of students scoring proficient or advanced in corresponding grades in MPS schools.
2. Achieve a percentage of students in an OSPP school scoring proficient and advanced on the state assessment in math that is higher than the percentage of students scoring proficient or advanced in corresponding grades in MPS schools.
3. Achieve a percentage of students in an OSPP school scoring proficient and advanced on the state assessment in English/language arts that is higher than the percentage of students scoring proficient or advanced in corresponding grades in MPS schools.
4. Achieve a percentage of students in an OSPP school scoring proficient and advanced on the state assessment in social studies that is higher than the percentage of students scoring proficient or advanced in corresponding grades in MPS schools.
5. Demonstrate achievement growth using local assessments in math and reading in applicable grade levels.
6. Demonstrate a high school graduation rate that is higher than the high school graduation rate in all MPS high schools, using a mutually agreeable formula for comparison.

Listed above are six criteria. OSPP students shall be deemed to have made sufficient progress toward attaining educational goals if OSPP schools meet at least 50 percent of the applicable performance items.

In addition to the measures listed above, OSPP shall also meet the following criteria:

7. Achieve an average daily attendance rate of students at OSPP schools that is higher than the average daily attendance rate of students in corresponding grades in all MPS schools.
8. Achieve a mobility rate of students in OSPP schools (registered at the September third friday count) that is lower than the mobility rate of students in corresponding grades in all MPS schools.
9. Achieve a percentage of students promoted from grade 8 in OSPP schools that is higher than the percentage of students being promoted from corresponding grades in all MPS schools.
10. Achieve at least a two-star rating on the Wisconsin Department of Public Instruction (DPI) rating scale no later than the 2020-2021 school year analysis.

F. What is the governance structure of the OSPP schools, including the method to be followed by OSPP schools to ensure parental and community involvement?

GOVERNANCE STRUCTURE

There shall be an independent, autonomous school governing body composed of, at a minimum, 60 percent non-school staff at each OSPP school. The school governing body shall be advised of all personnel recommendations, day-to-day operations and instructional modifications to the educational program. The governing body shall have the authority and responsibility to interview and recommend principal appointments to the OSPP Commissioner. The school governing body shall have the authority to participate in the budget development process.

OSPP shall provide a list of names of the individuals serving on the governing board to the Milwaukee Board of School Directors.

PARENTAL INVOLVEMENT

OSPP shall implement the Family and Schools Together (FAST) program in all schools by the start of the 2017-2018 school year to ensure greater parental involvement. In addition, each OSPP school shall conduct monthly parental engagement events. The assessment of effective parental engagement events will be measured through attendance and satisfaction surveys of parents.

COMMUNITY INVOLVEMENT

OSPP shall conduct quarterly community engagement events in OSPP schools to ensure community involvement, starting with the 2016-2017 school year. The assessment of effective community engagement will be measured through attendance rates at these community events.

G. Subject to Wis. Stat. §§ 118.40(7)(a), 118.19(1) and 121.02(1)(a)2, what are the qualifications that must be met by the individuals to be employed in OSPP schools?

OSPP schools shall implement the instrumentality charter model currently used in MPS, and therefore, pursuant to Wis. Stat. § 118.40(7)(a), all personnel employed by OSPP shall be employed by the Board.

Personnel of OSPP shall be represented by and subject to all of the provisions, including wages and benefits, applicable to MPS agreements.

OSPP shall ensure that all instructional staff hold a current and appropriate license or permit issued by the Wisconsin DPI to teach assigned classes.

OSPP shall not enter into any contract or agreement with a third party for the operation or management of OSPP schools.

All human capital functions, including, but not limited to, employment, staffing, labor relations, risk management, benefits, background checks and preplacement physicals, shall be conducted under the authority and control of the MPS Department of Human Capital. MPS shall pay for costs, in the same manner as non-contracted MPS schools, incurred by the MPS Department of Human Capital in performing these functions for OSPP.

All payroll functions shall be conducted under the authority and control of the MPS Department of Finance, Division of Payroll. MPS shall pay costs, in the same manner as non-contracted MPS schools, for the payroll functions performed by the MPS Department of Finance, Division of Payroll.

OSPP may interview for all vacancies in the schools. OSPP shall conduct interviews first using a candidate pool from existing MPS staff members. If the pool is exhausted, only then may OSPP seek to interview and employ a non-MPS staff member.

H. What are the procedures the school will follow to ensure the health and safety of students?

OSPP shall comply with all MPS policies and all local, state and federal laws, codes, rules and regulations that apply to public schools related to health and safety. OSPP shall ensure all of its pupils comply with Wisconsin immunization requirements.

OSPP shall provide safe and healthful facilities. The facilities shall comply with Wis. Stat. §§ 254.11-254.178 and any rule proclaimed under those sections.

I. What are the means by which OSPP schools will achieve a racial and ethnic balance among its students that is reflective of the community's school-age population?

OSPP shall make its best efforts to establish and maintain a racial and ethnic balance among its students. OSPP shall abide by its plan to welcome and recruit a student body diverse in race, language, economic status and special education needs reflective of MPS.

J. What are the requirements for admission to an OSPP school?

If an OSPP school has existing admissions requirements, those requirements shall remain in place upon transfer into OSPP. If OSPP imposes admissions requirements, those requirements shall be set forth with specificity and shall not be in conflict with current MPS admission regulations. If OSPP uses a selection process and there are no seats available for all of the students who apply during the application period(s), a random selection process (lottery) for enrollment shall be used.

According to Wis. Stat. §118.40, enrollment into an OSPP school is voluntary. OSPP shall accept for enrollment any student referred for enrollment by the MPS Division of Student Services, so long as there is space available and the enrollment is otherwise in accordance with the agreement between MPS and OSPP. In accordance with Wis. Stat. §118.40(4)(a)(1), OSPP shall give preference in admission to any student who resides within the attendance area of an OSPP school.

OSPP shall maintain student database information that aligns to an MPS format in accordance with MPS administrative policies and procedures pertaining to each OSPP student, including, but not limited to, the student's name, address, home phone number, place and date of birth, parent(s) or guardian, immunization records, ethnic background, school of last attendance, number of siblings and emergency contact.

OSPP, as a public school, shall, through its policies and procedures, comply with all of the requirements of the Individuals with Disabilities in Education Act, 20 U.S.C. 1400 et. Seq. (IDEA), and Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 794 et seq (Sec. 504). OSPP shall provide a free appropriate public education (FAPE) to children with disabilities, including, but not limited to, identifying, evaluating, planning educational programs and implementing placements in accordance with those acts.

K. What is the manner by which annual audits of the financial and programmatic operations the school will be performed?

Milwaukee Public Schools shall have full access to all books and records. OSPP shall comply with all financial reporting as may be required by MPS. An annual audit will be performed of all OSPP financial functions.

L. What are the procedures for disciplining students?

OSPP shall adhere to disciplinary guidelines adopted by the OSPP Commissioner and the OSPP Advisory Council.

OSPP shall not expel any student, except in accordance with MPS policies and procedures.

OSPP shall implement restorative justice practices in issuing discipline to students. Greater involvement with families and community services will be leveraged to reduce the need for suspensions.

OSPP will work with AUSL to provide professional development to all OSPP teachers. The intent of the professional development is to implement classroom disciplinary practices to reduce office referrals.

OSPP shall not discipline students protected under Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 794 et seq. (sec. 504), the Individuals with Disabilities in Education Act, 20 U.S.C. 1400 et seq.

(IDEA) and the American with Disabilities Act 42 U.S.C. 12101 et. Seq. (ADA), unless OSPP complies with the requirements of those acts.

Wis. Stat. § 118.31, which prohibits corporal punishment of students, shall apply to OSPP. Wisconsin §118.32 and 984.50, which prohibits a strip search of a student, shall apply to OSPP.

M. What are the public school alternatives for students and families who reside in the OSPP attendance area, but do not wish to attend or are not admitted to OSPP?

No student may be required to attend an OSPP school. A student who is a resident of the city of Milwaukee and who does not choose to attend a OSPP school may attend a school operated and managed by the Board in accordance with MPS Student Assignment Policies, and as amended from time to time, so long as the student has not been expelled from school.

N. A description of the school facilities and the types and limits of liability insurance the school will carry.

OSPP shall be located in current MPS facilities. Facility operations, including, but not limited to, capital improvements, replacements and repairs, shall be performed under the authority and control of the MPS Division of Facilities and Maintenance Services.

Although OSPP may be located in an MPS facility, OSPP shall have a unique identification number assigned by the Wisconsin Department of Public Instruction.

OSPP may serve as a location for programs and services offered to the community by the MPS Division of Community Recreation.

O. What is the school calendar?

OSPP shall operate for the days and hours indicated on the 2016-2017 school year established by the Milwaukee Board of School Directors. OSPP reserves the right to change the calendar for the 2017-2018 school year and subsequent years following the 2017-2018 school year.

P. How does the selection of schools process work?

The first priority of OSPP is to enhance the community school experience by focusing on neighborhood schools. To that end, OSPP will use data collected from the school readiness assessment protocol to select schools by zip code. A secondary priority for school selection is to identify schools that have city-wide admission implications.

Q. What are the policies to determine the selection of schools for transfer?

OSPP has developed a set of policies to determine the selection of schools for transfer into the program. The policies are based on four themes: (1) culture and climate, (2) instructional infrastructure and accountability, (3) talent management and (4) school leadership. The collection of qualitative data based in these four themes will assist in the selection of schools for transfer.

R. What is the timeline for next steps RE: OSPP?

The following is the timeline for next steps associated with the Opportunity Schools and Partnership Program:

Date	Action Item
April 22, 2016	Launch of the qualitative analysis of eligible schools
May 6, 2016	Complete the initial phase of the qualitative analysis process
May 10, 2016	Launch phase II of the qualitative analysis process
May 23, 2016	Complete phase II of the qualitative analysis process
May 25, 2016	Announce selected schools for transfer into OSPP
May 27, 2016	Release RFP for operator management services for selected schools
June 24, 2016	Deadline for RFP submissions
June 29, 2016	Announce the selection of an operator(s) of OSPP schools