Ensuring success for every child in every school, cradle to career

“There are a number of issues impacting children in Milwaukee such as illness, poverty and crime, all of which infringe on their ability to perform well in school. It is important that we come together as a community and do all that is necessary to ensure that students succeed in school and then to go on to a full life.”

Jacqueline Herd-Barber
Greater Milwaukee Foundation, Board Member
*Milwaukee Succeeds Co-chair*

“The future of this city depends upon our ability to improve education. The students we see today are the future leaders and our future workforce. If we are not successful in making sure they are prepared to succeed in whatever career they choose, Milwaukee will never reach its potential.”

Mike Lovell
Marquette University, President
*Milwaukee Succeeds Co-chair*

“I’m a lifelong Milwaukee – area resident and I care deeply about the city and the impact education has on our future and on the future of our children. Improving education can’t be left to another generation. It can’t be ignored; it’s right in front of us right now and we have to deal with it.”

John Schlifske
Northwestern Mutual, Chairman and Chief Executive Officer
*Milwaukee Succeeds Co-chair*
Milwaukee Succeeds understands our city’s potential

The litany of issues facing Milwaukee children is long. Too many are unhealthy or begin school not ready to learn. Reading and math scores are low and graduation rates are not as high as they could be. Not enough students move on from high school to college or to a 21st century career.

Yet the passion, expertise and capacity exist in our community to solve these problems. In fact, this year we’ve seen an uptick in academic progress where the majority, 73 percent of the educational outcomes Milwaukee Succeeds tracks, are moving in a positive direction.

Milwaukee Succeeds understands our city’s potential and is harnessing the community’s collective power and tenacity to help our kids succeed.

More than simply tracking test scores, which we also want to progress, we understand the importance of coming together as a collective to positively impact the lives of our community’s sons and daughters, the children who will define our city’s future. With that in mind, we see this as a communitywide call to action.

In effect, by supporting Milwaukee Succeeds, you are supporting a unified effort to improve education in Milwaukee by 2020.

Thus far, we have put a comprehensive infrastructure in place and nurtured the right community relationships to achieve collective impact. And we’ve leveraged the expertise of our community partners to identify best practices and collect baseline data.

Now, as you will see in this Milestone Report, Milwaukee Succeeds has set a clear path forward to improving educational outcomes for Milwaukee kids. But let’s be clear, the success of Milwaukee Succeeds and its hundreds of partners is dependent on the long lasting community support, and that begins with you.

To get involved with Milwaukee Succeeds, please go to our website and complete the volunteer sign-up form under the Get Involved section (www.MilwaukeeSucceeds.org).

In effect, by supporting Milwaukee Succeeds, you are supporting a unified effort to improve education in Milwaukee by 2020.
Milwaukee Succeeds basic facts

**Year Established:** 2011

**Mission:** Ensuring success for every child in every school, cradle to career

**Goals:** The work of Milwaukee Succeeds is centered on the four broad goals below. The Milwaukee Succeeds Roadmap in the following section shows how we intend to achieve these goals.

Academic, Student, Family and Community Support

- **Goal 1** – All children are prepared to enter school
- **Goal 2** – All children succeed academically and graduate high school
- **Goal 3** – All young people access postsecondary education or training to prepare for a successful career
- **Goal 4** – All children and young people are healthy, supported socially and emotionally and contribute responsibly to the success of the community

**Overview:** Uniquely positioned, Milwaukee Succeeds partners with hundreds of organizations to ensure success for every child in every school – cradle to career.

We do this by:

- Measuring what matters
- Promoting best practices
- Aligning resources to support what works

Reflective of the very fabric of our community, our nearly 300 community partners include nonprofits, public and private organizations, and overall community stakeholders. They include:

- Educators
- Government officials
- Business leaders
- Funders
- Parents
- Community members/leaders

**What sets Milwaukee Succeeds apart:** The expansive goal of Milwaukee Succeeds is unique. The focus on every child – in every school from cradle to career – provides an opportunity to unite diverse groups in ways that have not been achieved before in Milwaukee. It is the breadth of vision and partnership reach of Milwaukee Succeeds that gives hope to the community.

Our Co-Chairs are focused on driving strategic vision for Milwaukee Succeeds. They include:

- **Jacqueline Herd-Barber**
  Greater Milwaukee Foundation, Board Member

- **Mike Lovell**
  Marquette University, President

- **John Schlifske**
  Northwestern Mutual, Chairman and Chief Executive Officer

- **Mike Soika,** Director
  Greater Milwaukee Committee

- **Audra Brennan,** Network Coordinator
  Northwestern Mutual, Chairman and Chief Executive Officer

- **Lorna Dilley,** Data Specialist
  Greater Milwaukee Committee

- **Kia Towns,** Administrative Assistant
  Greater Milwaukee Committee

- **Jeff Rosen,** Network Coordinator – The Helen Bader Foundation

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It is Milwaukee Succeeds’ breadth of vision and partnerships that gives hope to the community.
Getting to 2020

This Roadmap depicts the goals and measures we aspire to achieve in order to improve our community by the year 2020. We have created a set of strategies and a timeline associated with each goal to achieve these 2020 goals that will be reviewed throughout this report.

GOAL 1: All children are prepared to enter school

Measures:
- 2 year olds fully immunized
- Participation in quality early child care programs
- Kindergarten reading readiness

GOAL 2: All children succeed academically and graduate high school

Measures:
- 3rd grade proficiency (math & reading)
- 8th grade proficiency (math & reading)
- College & career readiness in 3 out of 4 subject areas
- Average ACT composite score

GOAL 3: All young people utilize postsecondary education or training to advance their opportunities beyond high school and prepare for a successful career

Measures:
- Local college enrollment
- Participation in training/apprenticeships
- Degree attainment of Milwaukee residents

GOAL 4: All children and young people are healthy, supported socially and emotionally and contribute responsibly to the success of the Milwaukee community

Measures:
- Health indicators
- School attendance
- Safety
- Social emotional learning
- Participation in quality out-of-school activity
Measuring what matters

**Progress on educational benchmarks** - Not only does Milwaukee Succeeds bring best practices from business and educational sectors to the nonprofit sector, we also focus on measuring what matters. By tracking academic and nonacademic data in Milwaukee, we are able to see where we need to concentrate our energy. We can then use the same data to advocate for policy and program changes and identify points for continuous improvement.

Our trained volunteer facilitators and data analysts, who come to us from world-renowned businesses such as GE Healthcare and Rockwell Automation, then coach us on how to drive our process through a continuous improvement model. And it is working. It is not unusual for one of our network members to say how they are now working differently as a result of what is learned through Milwaukee Succeeds.

### GOAL 1: All children are prepared to enter school

<table>
<thead>
<tr>
<th>Goal</th>
<th># of Students</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>% achieving literacy skill milestones – PALS</td>
<td>State</td>
<td>89%</td>
<td>90%</td>
<td></td>
<td>3.60%</td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>83%</td>
<td>89%</td>
<td>86%</td>
<td></td>
</tr>
<tr>
<td>24-month immunization rate</td>
<td>State</td>
<td>67%</td>
<td>69%</td>
<td></td>
<td>3.60%</td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>55%</td>
<td>80%</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>% children in 4 or 5 star child care</td>
<td>State</td>
<td>14%</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>8.40%</td>
<td>16%</td>
<td>10%</td>
<td>17.90%</td>
</tr>
</tbody>
</table>

### GOAL 2: All children succeed academically and graduate high school

<table>
<thead>
<tr>
<th>Grade School</th>
<th># of Students</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd grade math (% proficient or advanced)</td>
<td>State</td>
<td>51%</td>
<td>48%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>23.30%</td>
<td>36%</td>
<td>23.10%</td>
<td>-.90%</td>
</tr>
<tr>
<td>3rd grade reading (% proficient or advanced)</td>
<td>State</td>
<td>33%</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>15%</td>
<td>38%</td>
<td>15.40%</td>
<td>2.70%</td>
</tr>
<tr>
<td>8th grade math (% proficient or advanced)</td>
<td>State</td>
<td>45%</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>18.40%</td>
<td>28%</td>
<td>17.20%</td>
<td>-6.50%</td>
</tr>
<tr>
<td>8th grade reading (% proficient or advanced)</td>
<td>State</td>
<td>33%</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>14.60%</td>
<td>33%</td>
<td>17.30%</td>
<td>18.50%</td>
</tr>
<tr>
<td>% Milwaukee students who meet ACT benchmarks in 3 or 4 subjects</td>
<td>State</td>
<td>50%</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>13%</td>
<td>50%</td>
<td>15.40%</td>
<td>18.50%</td>
</tr>
<tr>
<td>Average ACT composite score</td>
<td>State</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>N/A</td>
<td>16.8</td>
<td>22</td>
<td>17.1</td>
</tr>
</tbody>
</table>

### GOAL 3: All young people utilize postsecondary education or training to advance their opportunities beyond high school and prepare for a successful career

<table>
<thead>
<tr>
<th>High School</th>
<th># of Students</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of population 25-34 with bachelor’s degree or higher</td>
<td>State</td>
<td>30%</td>
<td>32%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>27.60%</td>
<td>33%</td>
<td>27.50%</td>
<td>-.40%</td>
</tr>
<tr>
<td>% of population 25-34 with associate degree or higher</td>
<td>State</td>
<td>41%</td>
<td>43%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>34.20%</td>
<td>61%</td>
<td>34.7%</td>
<td>1.50%</td>
</tr>
</tbody>
</table>

**MILWAUKEE COULD SAVE** between $7 and $16 over time for every $1 invested in high quality child care, particularly when targeted to low-income children\(^1\). **Our goal is to double the number of high quality child care centers in the city by 2020.**

**IN MOST INSTANCES**, the data includes results from all public schools, choice schools and charter schools located within the city of Milwaukee. In some instances, the data may reflect two of the three school sectors, but **at no time does the data reflect the performance of any single school sector.**
Getting to 2020

It may be difficult to imagine how our community can reach the 2020 goals outlined in this report. But meeting these goals becomes much more manageable when we talk about the number of children we need to reach rather than the percentage of goal we have to achieve. The following chart provides an overview of the number of children we need to reach sorted by desired outcome. How we expect to meet these goals is detailed in the following sections.

<table>
<thead>
<tr>
<th>Benchmark</th>
<th>Base Year</th>
<th>2020 Goal</th>
<th># of Students to Reach</th>
</tr>
</thead>
<tbody>
<tr>
<td>24-month immunization rate</td>
<td>55%</td>
<td>80%</td>
<td>2,500</td>
</tr>
<tr>
<td>% achieving literacy skill milestones – PALS</td>
<td>83%</td>
<td>89%</td>
<td>210</td>
</tr>
<tr>
<td>% of children receiving a developmental screening</td>
<td>Wisconsin currently does not have the data infrastructure to track developmental screenings. This problem is an urgent priority of the Goal 1 Parent Engagement and Support Network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students attending quality preschool</td>
<td>8.4%</td>
<td>16%</td>
<td>1,200</td>
</tr>
<tr>
<td>3rd grade reading (% proficient or advanced)</td>
<td>15%</td>
<td>38%</td>
<td>2,000</td>
</tr>
<tr>
<td>3rd grade math (% proficient or advanced)</td>
<td>23%</td>
<td>36%</td>
<td>1,175</td>
</tr>
<tr>
<td>8th grade reading (% proficient or advanced)</td>
<td>15%</td>
<td>33%</td>
<td>1,250</td>
</tr>
<tr>
<td>8th grade math (% proficient or advanced)</td>
<td>18%</td>
<td>28%</td>
<td>925</td>
</tr>
<tr>
<td>ACT composite scores</td>
<td>16.8</td>
<td>22.1</td>
<td>N/A</td>
</tr>
<tr>
<td>Students meeting ACT benchmarks in 3 or 4 subjects</td>
<td>13%</td>
<td>50%</td>
<td>1,475</td>
</tr>
<tr>
<td>% of population 25-34 with bachelor’s degree or higher</td>
<td>27.6%</td>
<td>33%</td>
<td>5,600</td>
</tr>
<tr>
<td>% of population 25-34 with associate degree or higher</td>
<td>34%</td>
<td>61%</td>
<td>26,700</td>
</tr>
</tbody>
</table>

“From my perspective, the structure used in Milwaukee Succeeds provides a solid foundation for our work, helping us establish a clear vision, strategy, action plan, and metrics to measure progress over time. Our Quality Early Care & Education Network is poised to take a strong positive step forward for quality child care: evidence-based, pragmatic, and feasible.”

— Dave Edie, Early Education & Policy Analyst – Wisconsin Council on Children and Families

Meeting these goals becomes much more manageable when we talk about the number of children we need to reach rather than the percentage of goal we have to achieve.
GOAL 1:
All children are prepared to enter school

The early years of a child’s life lay the framework for future growth and development. Evidence shows that young children need positive early learning experiences, strong families, and good health to foster healthy brain development and reach their full potential; all of which are areas of focus for our community partners supporting Goal 1.

Vision: Ensure all children are prepared to enter school when they begin kindergarten

Measuring what matters

<table>
<thead>
<tr>
<th></th>
<th># of Students</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
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<tr>
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<td>Milwaukee</td>
<td>210</td>
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<td>86%</td>
<td>3.60%</td>
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<td>% children in 4 or 5 star child care</td>
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<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>1,200</td>
<td>8.40%</td>
<td>16%</td>
<td>17.90%</td>
</tr>
</tbody>
</table>

**YOUNG STAR RATED CHILD CARE** – There are 3,679 four- and five-year old children enrolled in YoungStar-rated child care programs who will be enrolling in kindergarten in 2015. Of those children, 87 percent (3,201) were not enrolled in high-quality programs.

Milwaukee Succeeds strategies to ensure children start school ready to learn

- Access and availability of increased developmental screenings
- Develop citywide database on early childhood development
- Collaborating and coaching to support improved child care
- Child care teacher education and training
- Increased rates of toddler immunization
- Informed parents

2020 TARGET

- Enroll 1,500 more children in high quality childcare
- Immunize 80% of all toddlers
- 89% of children are ready for kindergarten
### Quality Early Care and Education

**Execution:**
- Identify zip codes with high concentration of 1 and 2 star-rated child care centers for focus
- Build and support mentoring relationships among various star level providers
- Identify and support a college information and preparation pipeline for child care center teachers
- Create a public-private partnership funding pool to support child care teacher education and their child care center employers
- Identify recommendation points for YoungStar policy based on network efforts

**Measures:**
- Number and percentage of children enrolled in 2, 3, 4, and 5 star-rated early childhood education programs from 2012
- Number and percentage of 2, 3, 4, and 5 star-rated early childhood education programs
- Number and percentage of (YoungStar) lead teachers and directors with postsecondary education or training

**Timeline:**
- 2014
  - Develop cohort of 12, 2 star-rated programs and teachers
  - Identify funding sources and create scholarships for pilot group
  - Identify YoungStar policy barriers
- 2015
  - Create a pathway to college for child care teachers
  - Recommend YoungStar policy improvements
  - Implement 2 star collaboration pilot
  - Identify 3 and 4 star pilot sites
- 2016
  - Develop public-private partnership to increase resources for child care teacher professional development
  - Implement a process for tracking referrals and follow-up services between pediatric health, early childhood education, and home visiting systems
- 2017
  - Implement ASQ best practices in ASQ/ASQ:SE implementation
- 2018
  - YoungStar policy improvements
- 2019
  - Increased number of 3, 4, 5 star-rated centers with increased enrollment and increased percentages of qualified teachers and directors
  - Monitor and expand pilot sites

### Parent Education and Support

**Execution:**
- Identify a shared database to aggregate developmental screenings in Milwaukee
- Collect and assess current state data of ASQ/ASQ:SE use in Milwaukee
- Develop data sharing/HIPAA guidelines for parent awareness/consent
- Develop a process for tracking referrals and follow-up services between pediatric health, early childhood education, and home visiting systems
- Support consistent cross-system implementation and tracking process of development screenings
- Develop, support, and monitor best practices in cross-system alignment
- Support best practices in ASQ/ASQ:SE implementation
- Identify policy recommendations regarding universal screenings ASQ
- Connect Easter Seals Online to pilot participants
- Provide training on ASQ
- Connect Easteer Seals Online to pilot participants
- Develop data sharing/HIPAA guidelines for parent awareness/consent
- Implement ASQ best practices
- Begin 6 new pilot sites

**Measures:**
- Number and percentage of children birth to age 5 screened with ASQ/ASQ:SE
- Number and percentage of parents increasing awareness of children’s developmental milestones
- Number and percentage of children receiving developmental delay intervention by age 5
- Number and percentage of children receiving developmental delay intervention by age 5
- Number and percentage of children receiving developmental delay intervention by age 5

**Timeline:**
- 2014
  - Collect and assess current state data of ASQ/ASQ:SE use in Milwaukee
  - Develop data sharing/HIPAA guidelines for parent awareness/consent
  - Begin 6 site pilot on ASQ implementation
- 2015
  - Connect Easter Seals Online to pilot participants
  - Provide training on ASQ
  - Identify potential new pilot sites
- 2016
  - Connect Easter Seals Online to pilot participants
  - Provide training on ASQ
  - Identify potential new pilot sites
  - Implement ASQ best practices
  - Begin 6 new pilot sites
- 2017
  - Implement ASQ best practices
- 2018
  - Analyze data for 3+ years of pilot
  - Identify new sites for future pilot implementation
- 2019
  - Develop accessible database for providers to obtain and enter developmental screening data

### Immunization

**Execution:**
- Ensure fidelity in provision of pre- and post-natal education
- Incorporate medical consent into school registration process
- Increase availability of accessibility to vaccinations at traditional sites; identify non-traditional sites
- Develop and support capacity-building programs that allow providers to work at the top of their license
- Increase parental capacity to self-advocate for their own and their children’s needs

**Measures:**
- Number and percentage of missed opportunities for vaccinations
- School immunization compliance rate

**Timeline:**
- 2014
  - Ensure fidelity in provision of pre- and post-natal education
  - Incorporate medical consent into school registration process
  - Increase availability of accessibility to vaccinations at traditional sites; identify non-traditional sites
- 2015
  - Develop and support capacity-building programs that allow providers to work at the top of their license
  - Increase parental capacity to self-advocate for their own and their children’s needs
- 2016
  - Increase parental capacity to self-advocate for their own and their children’s needs
Signs of success

“From the beginning, the Parenting Education & Support Network of Goal 1 was charged to be change leaders engaged in critical thinking,” said one of the group’s leaders, Jan Buchler.

“As the process unfolded it required collaboration across several systems (and) we began to see how our work dovetailed with a much larger communitywide effort. It has been enormously gratifying to be part of an initiative of this scope that has the potential to create significant change.”

United Way changes early childhood outcome expectations to support Milwaukee Succeeds goal

Wanting to see stronger results from its early childhood education partners, United Way of Greater Milwaukee brought together all 22 programs it has funded in this area and asked them to identify high impact and achievable outcomes aligned with Milwaukee Succeeds Goal 1: All children are ready to learn when they enter kindergarten.

After a considerable amount of work, these groups selected the following outcomes: literacy skills, early childhood development, child behavior, parental skill development, and parental stress reduction. In the next year, United Way will begin measuring these outcomes with instruments that will show the level of impact these programs have.

“Milwaukee Succeeds has mobilized our community’s nonprofits to work in greater collaboration in order to benefit all of our children,” said Tim Coughlin, United Way of Greater Milwaukee Education Portfolio Manager. “This approach has inspired United Way of Greater Milwaukee to work with our program partners to better align their outcomes to quantifiable, high quality measures, while also increasing their capacity to evaluate their programs, and subsequently, tell their story.”

Call to action

Parents:
- Familiarize yourself with YoungStar, Wisconsin’s Child Care Quality Rating & Improvement System: http://df.wisconsin.gov/youngstar/parents.htm
- Find out what quality rating your child care has received: http://childcare-finder.wisconsin.gov/Search/BasicSearch.aspx?YoungStarProviders=true
- If your child care has not received a 4 star or 5 star rating, inquire what they are doing to improve the quality rating.
- Request that your child receive a developmental screening by your pediatrician, child care provider, or home visitor. The American Academy of Pediatrics recommends that every child is screened, at a minimum, at 9, 18 and 24 or 30 months of age. Ask your provider for more information about the developmental health of your child.
- Complete a free developmental screening (Ages & Stages Questionnaire, or ASQ-3) online at: http://www.easterseals.com/mfpc/. Once you have received your child’s results, talk to your pediatrician for more information on your child’s development.
- If you have a concern about your child’s screening results, or would like to learn more, contact Wisconsin First Step’s 24-hour hotline for more information: 1-800-642-7837 or http://www.mch-hotlines.org/?id=4575&sid=33

Additional examples of community support can be found on the Milwaukee Succeeds website at www.MilwaukeeSucceeds.org

- Business community
- Child care programs
- Child-serving providers
- Home visiting programs
- Pediatric and family clinics
- Policy makers
- Schools
GOAL 2: Grade School
All children succeed academically and graduate high school

More than 84 percent of Milwaukee third graders are not proficient in reading on the Wisconsin Knowledge and Concepts Examination (WKCE) and 77 percent are not proficient in math. Preparing students for college and careers is critical to personal, family, community and economic success.

This is why, through Goal 2, we take a two-pronged approach to address third grade reading proficiency along with postsecondary and career readiness.

As part of the third grade reading effort, we focus on:

**Vision: Improve third grade reading outcomes**

**Measuring what matters**

*Third grade reading proficiency*

In order to reach our goal of 2,000 more proficient readers in third grade by the year 2020, we will need to reimagine how we provide support to students, parents and teachers, which has been the focus of our community partners supporting Goal 2. In turn, we have developed specific strategies around each of these areas and are testing them in pilot initiatives across a broad spectrum of venues.

<table>
<thead>
<tr>
<th>3rd grade math (% proficient or advanced)</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>51%</td>
<td>48%</td>
<td></td>
<td>-9.0%</td>
</tr>
<tr>
<td>Milwaukee</td>
<td>23.30%</td>
<td>36%</td>
<td>23.10%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3rd grade reading (% proficient or advanced)</th>
<th>Baseline</th>
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<th>Current</th>
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</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>33%</td>
<td>35%</td>
<td></td>
<td>2.0%</td>
</tr>
<tr>
<td>Milwaukee</td>
<td>15%</td>
<td>38%</td>
<td>15.40%</td>
<td>2.70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8th grade math (% proficient or advanced)</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>45%</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milwaukee</td>
<td>18.40%</td>
<td>28%</td>
<td>17.20%</td>
<td>-6.50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8th grade reading (% proficient or advanced)</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>33%</td>
<td>40%</td>
<td></td>
<td>18.50%</td>
</tr>
<tr>
<td>Milwaukee</td>
<td>14.60%</td>
<td>33%</td>
<td>17.30%</td>
<td></td>
</tr>
</tbody>
</table>

**ONE AREA THAT STANDS OUT** from the above chart as needing attention is that of math proficiency. With both third grade and eighth grade math proficiency declining, it is important that we intensify our commitment to improving math scores.
### Tutoring/Experiential Activities

**Execution:**
- Survey and categorize existing tutoring providers
- Identify tutor recruitment and coordination strategies
- Identify and implement tutor training opportunities
- Support teachers/schools to utilize experiential opportunities
- Identify tutoring assessment tools
- Support teachers/schools to utilize experiential opportunities

**Measures:**
- Number of tutors at each level
- Number of tutors trained
- Number of students receiving tutoring at level needed
- Number of tutoring students who improve on assessment
- Number of students who attended experiential activities

#### Timeline:

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 &amp; 2015</td>
<td>Survey and categorize existing tutoring providers, identify tutor recruitment and coordination strategies, identify and implement tutor training opportunities, support teachers/schools to utilize experiential opportunities</td>
</tr>
<tr>
<td>2015 &amp; 2016</td>
<td>At least 2,000 more K5 students will receive tutoring services and have access to experiential opportunities through school or home</td>
</tr>
<tr>
<td>2016 &amp; 2017</td>
<td>Original cohort of students/parents continue to be supported as 1st graders</td>
</tr>
<tr>
<td>2017 &amp; 2018</td>
<td>Original cohort of students/parents will continue receiving support as 2nd graders</td>
</tr>
<tr>
<td>2018 &amp; 2019</td>
<td>Original cohort of students/parents continue to receive support as 3rd graders</td>
</tr>
<tr>
<td>2019 &amp; 2020</td>
<td>2nd (larger) cohort of students who have had the interventions since K5 take state test</td>
</tr>
</tbody>
</table>

### Parent Engagement

**Execution:**
- Work with current parent coordinators to document use of best practices
- Support implementation/training of best practices
- Work with school systems to ensure parent coordinator positions
- Develop/support parent workshop module expansion

**Measures:**
- Number of coordinators
- Number of trained coordinators
- Number of parents reached
- Number of parent workshops held

#### Timeline:

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 &amp; 2015</td>
<td>Proof of concept for parent workshops and parent coordinator collaboration, secure necessary baseline data about current parent coordinators, develop expanded workshop and training modules, identify sites for 2015-16 implementation, identify funding and support, 1,000 New K5 parents receive support</td>
</tr>
<tr>
<td>2015 &amp; 2016</td>
<td>At least 2,000 more K5 parents are engaged with their child/student</td>
</tr>
<tr>
<td>2016 &amp; 2017</td>
<td>Original K5 students/parents receive continued support as 1st graders, 2,000 New K5 parents receive support, add additional 15 school sites</td>
</tr>
<tr>
<td>2017 &amp; 2018</td>
<td>2,000 students &amp; parents continue to receive support as 3rd graders, 2,000 New K5 and 1st grade parents receive support</td>
</tr>
<tr>
<td>2018 &amp; 2019</td>
<td>Original K5 students/parents continue to receive support as 3rd graders, 2,000 New K5, 1st and 2nd grade parents receive support, 3rd grade students take state test</td>
</tr>
<tr>
<td>2019 &amp; 2020</td>
<td>2nd cohort of students who have received interventions since K5 take state test</td>
</tr>
</tbody>
</table>

### Coaching Professional Learning Communities

**Execution:**
- Work with individual schools to document current process
- Refine framework
- Develop/implement plan for improvement areas
- Develop, share, and scale best practices

**Measures:**
- Number of teachers receiving coaching
- Number of PLCs established
Signs of success

Milwaukee Succeeds community partners who are focused on third grade reading have been piloting strategies around tutoring, teacher coaching and experiential learning. And the results are impressive.

In one class, students in the Milwaukee Succeeds tutoring program saw their growth in reading improve two and a half times greater than students who weren’t in the program. What is important to understand is the depth of the partnership Milwaukee Succeeds brought to the table to make these pilot programs work.

Through the Milwaukee Succeeds partnership:
- Marquette University and United Way teamed up to recruit MU student volunteers
- UW-Whitewater committed an entire class to the project
- Northwestern Mutual and other Milwaukee Succeeds partners funded aspects of the pilot initiatives
- Interfaith’s RSVP program is partnering with Milwaukee Succeeds and MPS to train tutors
- MPS, the Catholic Archdiocese and the City of Milwaukee all volunteered partner pilot schools

“If the greater Milwaukee area could see the work and progress that I see with my kids every week, I think they’d realize their potential to be the change the community needs.” Courtney, a Marquette University student and a volunteer with the Milwaukee Succeeds focused tutoring program.

“Milwaukee Succeeds has improved and enhanced our literacy program with tutors who have gone through (the) extensive literacy training. We see that students are exhibiting a greater inclination toward reading instead of giving up. This increased desire to read demonstrates huge growth by our students.” Deborah Zabinski, Principal – St. Catherine’s School.

Kanika Burks, the principal at the Gwen T. Jackson Early Childhood and Elementary School, said about the Milwaukee Succeeds Teacher coaching pilot, “It’s building the capacity of the teachers and letting them grow. They have good people at hand to answer questions and give advice, and they are growing in confidence. There is more focus on what is or isn’t working.” (Excerpt, columnist Alan Borsuk on the Milwaukee Succeeds Pilot School programs, April 13, 2014 Journal Sentinel article).

“The Milwaukee Succeeds parent workshop, presented in a dual language format, was beneficial for our St. Anthony families,” said Brandy Hart, assistant principal at St. Anthony’s Elementary School. “They left with tools they could begin using with their students immediately. Very powerful.”

In short, Milwaukee Succeeds has served as the catalyst to bring groups together in a different and valuable way; as a result, we are beginning to see the positive results.

Call to action

Parents and Teachers:
Seek opportunities to make learning more fun by pairing a book with a related “adventure” at a museum, park, urban education facility, library, university or cultural arts venue. For ideas, visit milwaukeesucceeds.org/read/.

College students, empty nesters, retirees, community volunteers:
Commit to providing focused reading tutoring to struggling students on a weekly basis. Research locally and nationally shows that trained tutors can make a significant contribution to improving reading outcomes.

If you are interested in tutoring for the 2014-15 school year, please go to the Milwaukee Succeeds website (www.MilwaukeeSucceeds.org) and click on the Get Involved button. From there, we will follow up with you in the summer with specific opportunities to engage.

Additional examples of community support can be found on the Milwaukee Succeeds website at www.MilwaukeeSucceeds.org.
- Business community
- Existing tutoring programs
- Experiential providers
- Parents
Tutoring resources are too few and not aligned to need

Currently, the students with the most need get the least targeted attention. Of all students 85% have moderate to intense reading support needs while 15% are proficient.

Most tutoring groups reported not having enough tutors to meet demand. Only 20% of tutors are trained to address moderate to high reading needs. Most tutors are providing very basic reading support that does not address moderate or intense needs.

Milwaukee Succeeds has served as the catalyst to bring groups together in a different and valuable way; as a result, we are beginning to see the positive results.
Measuring what matters

Postsecondary and career readiness
ACT scores are a common measure used by universities to determine student readiness for the academic challenge of college and career. Statewide, Wisconsin ranked second in the nation on average ACT scores for the class of 2013. While the scores of Milwaukee school students have slightly improved, the rate of growth must be accelerated in order to meet our goal of being on par with the state by the year 2020.

<table>
<thead>
<tr>
<th>% Milwaukee students who meet ACT benchmarks in 3 or 4 subjects</th>
<th>State</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milwaukee</td>
<td>1,475</td>
<td>13%</td>
<td>50%</td>
<td>15.40%</td>
<td>18.50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average ACT composite score</th>
<th>State</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milwaukee</td>
<td>N/A</td>
<td>17%</td>
<td>22%</td>
<td>17.1%</td>
<td>1.80%</td>
</tr>
</tbody>
</table>

Milwaukee Succeeds strategies to improve ACT scores

- Create a college going culture in middle schools
- Develop 21st century skill pathways
- Assist students in transitions (8th grade to high school and high school to career or college)
Aligning resources and promoting what works

In order to improve student ACT scores, this network is focusing on creating a “college going culture” in middle school; helping students to better understand 21st century career options and in assisting students to successfully transition from eighth grade to high school and then from high school to college or a career. The following sections will provide an overview of the work and timelines developed by Milwaukee Succeeds’ community partners focused on postsecondary education and career readiness to meet our 2020 goals.

### College Culture

<table>
<thead>
<tr>
<th>Execution:</th>
<th>Measures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Ensure all students engage in ACT suite, including formal and informal test preparation</td>
<td>- Number of students taking ACT suite experiential activities</td>
</tr>
<tr>
<td>- Develop best practices to improve rigor of high school curriculum</td>
<td>- Number of students completing FAFSA</td>
</tr>
</tbody>
</table>

### In-Demand Career Exploration

<table>
<thead>
<tr>
<th>Execution:</th>
<th>Measures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Build and support school-employer relationships</td>
<td>- Number of students who acquire living wage employment</td>
</tr>
<tr>
<td>- Identify and coordinate recruitment strategies</td>
<td></td>
</tr>
</tbody>
</table>

### Transition Skills

<table>
<thead>
<tr>
<th>Execution:</th>
<th>Measures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Build and support problem-solving and resiliency skill set</td>
<td>- Percent of postsecondary enrollment</td>
</tr>
<tr>
<td>- Number of schools implementing transition best practices</td>
<td>- Percent of postsecondary retention</td>
</tr>
</tbody>
</table>

### Timeline:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify 16 schools for assessment (4HS + 3 elementary schools each)</td>
<td>Monitor pilot results</td>
<td>Monitor results and expand, if warranted</td>
<td>Monitor results and expand, if warranted</td>
<td>Monitor results and expand, if warranted</td>
<td>Assess ACT test scores of rising 12th graders.</td>
</tr>
<tr>
<td>Conduct assessment and analyze results</td>
<td>Conduct professional learning sessions</td>
<td>Assess test scores of rising 9th graders to determine ACT readiness</td>
<td>Assess test scores of rising 10th graders to determine ACT readiness</td>
<td>Assess test scores of rising 11th graders to determine ACT readiness</td>
<td></td>
</tr>
<tr>
<td>Select 2 HS and up to 6 grade elementary schools</td>
<td>Create sustainability plan for pilot schools and plan to scale</td>
<td>Review new school results</td>
<td>Review new school results</td>
<td>Review new school results</td>
<td></td>
</tr>
<tr>
<td>Develop resource guide</td>
<td>Select next round of sites</td>
<td>Monitor results and expand if warranted</td>
<td>Monitor results and expand if warranted</td>
<td>Monitor results and expand if warranted</td>
<td></td>
</tr>
<tr>
<td>Develop school level action plans</td>
<td>Assess test scores of rising 7th graders to determine ACT readiness</td>
<td>Assess test scores of rising 8th graders to determine ACT readiness</td>
<td>Assess test scores of rising 9th graders to determine ACT readiness</td>
<td>Assess ACT test scores of rising 12th graders.</td>
<td></td>
</tr>
<tr>
<td>Engage partners to execute action plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Signs of success

In the Milwaukee Succeeds spirit of working together to achieve goals and fulfill our community commitment to Milwaukee’s young people, two postsecondary and career readiness community partners joined together in an all-day campus tour at University of Wisconsin-Madison during spring break.

On April 15, some 42 students from Sponsor-A-Scholar and Pathways to College traveled to UW-Madison to experience college life on the state’s largest campus. These freshmen, sophomores and juniors all met the university’s pre-admission requirements academically and, because of the intensive college readiness curriculum of both programs, are on track to postsecondary enrollment upon graduation from high school.

Call to action

School administrators, teachers and guidance counselors:
- Partner with the Milwaukee Succeeds Postsecondary and Career Readiness Network and become part of the “School Asset Mapping” Pilot. For more information, visit the Milwaukee Succeeds website Get Involved section at www.MilwaukeeSucceeds.org.
- Use the school asset mapping pilot tool developed by Milwaukee Succeeds’ community partners and give us feedback about how it can help drive education forward.

Parents:
- Attend the Parents Institute and learn about ways you can support your student(s) in identifying and preparing for all postsecondary opportunities and becoming career ready.
- Understand the 7 key practice areas for building a school college going culture as developed by the network and help your school create sustained programs for each practice.

Additional examples of community support can be found on the Milwaukee Succeeds website at www.MilwaukeeSucceeds.org.

- Businesses
- Community-based organizations
- Institutes of higher education
GOAL 3:
All young people utilize postsecondary education or training to advance their opportunities beyond high school and prepare for a successful career

By 2018, nearly two-thirds of all jobs in the state will require some postsecondary training. Of the projected 925,000 vacancies in Wisconsin, 60 percent will require postsecondary credentials, 32 percent will require high school graduation, and less than 8 percent will be available for those without a high school diploma.4

Measuring what matters
In response to changing workforce educational needs, states and/or local communities are working towards achieving a trajectory of associate and bachelor’s degree attainment that aligns with broader national goals. As a way to begin our Goal 3 efforts, we have begun tracking baseline data and see tremendous opportunity for the community to support these efforts. We are also working with local partners to identify resources that will support Goal 3 efforts in the coming year.

<table>
<thead>
<tr>
<th>% of population 25-34 with bachelor’s degree or higher</th>
<th># of Students</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td></td>
<td>30%</td>
<td>32%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milwaukee</td>
<td>5,600</td>
<td>27.60%</td>
<td>33%</td>
<td>27.50%</td>
<td>-.40%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of population 25-34 with associate degree or higher</th>
<th># of Students</th>
<th>Baseline</th>
<th>Target</th>
<th>Current</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td></td>
<td>41%</td>
<td>43%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milwaukee</td>
<td>26,700</td>
<td>34.20%</td>
<td>61%</td>
<td>34.7%</td>
<td>1.50%</td>
</tr>
</tbody>
</table>

**MILWAUKEE SUCCEEDS** has yet to begin work on Goal 3. We are seeking partners who can help us create networks and develop strategies around these issues.

“Milwaukee Succeeds, to its credit, is doing as little as it can to make distinctions between which type of school is being helped and as much as it can to focus on kids.”

– Alan Borsuk – senior fellow in law and public policy at Marquette University Law School

Encouraging more students of color to take the recommended core subjects through high school may be an important tool in closing the ACT achievement gap.
Improving opportunity for our kids

Annual income and unemployment rates vary significantly depending upon education attainment levels. Through Milwaukee Succeeds partnerships, we are helping students to understand the importance of graduating high school and moving on to college or to a 21st century career.

**Young people may not realize the personal benefits of education** – As seen in the following chart, annual income and unemployment rates vary significantly dependent upon education attainment levels.

<table>
<thead>
<tr>
<th>School attainment</th>
<th>Average annual income</th>
<th>Unemployment rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor Degree and higher</td>
<td>$61,200</td>
<td>5%</td>
</tr>
<tr>
<td>Some college</td>
<td>$39,131</td>
<td>10%</td>
</tr>
<tr>
<td>High school graduate</td>
<td>$31,479</td>
<td>14%</td>
</tr>
<tr>
<td>No high school degree</td>
<td>$15,904</td>
<td>23%</td>
</tr>
</tbody>
</table>

**Disparity in the level of high school preparation**

New this year is a look at the classes students take to prepare for college. ACT suggests that to be prepared for college, students should take a “core” set of classes which includes four or more years of English and three or more years of math, social studies and natural science.

<table>
<thead>
<tr>
<th>Percent of students taking recommended core subjects in high school6</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Black/African American Students</td>
<td>46%</td>
</tr>
<tr>
<td>Hispanic/Latino Students</td>
<td>58%</td>
</tr>
<tr>
<td>All Other Students of Color</td>
<td>50%</td>
</tr>
<tr>
<td>White Students</td>
<td>71%</td>
</tr>
</tbody>
</table>

Closing the ACT score gap

The racial disparity in student performance on the ACT test in Milwaukee has not changed significantly since the last report. While students of color represented 81 percent of test takers in 2013, only 2.7 percent (88 students) tested proficient in all four subject areas. Of the white students taking the test, 36 percent (265 students) scored proficient in all four subject areas. Any apparent changes between 2012 and 2013 may be attributed to the fact that more schools met our criteria for inclusion in the ACT report.

<table>
<thead>
<tr>
<th>Percentage of students meeting all four ACT benchmark scores</th>
<th>Class of 2013</th>
<th>Class of 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students meeting benchmark scores – National</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>Students meeting benchmark scores – Wisconsin</td>
<td>33%</td>
<td>32%</td>
</tr>
<tr>
<td>Students meeting benchmark scores – Milwaukee</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Milwaukee students of color meeting all 4 benchmark scores</td>
<td>2.7%</td>
<td>2%</td>
</tr>
<tr>
<td>Milwaukee white students meeting all 4 benchmark scores</td>
<td>36%</td>
<td>29%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City of Milwaukee ACT test takers class of 2013</th>
<th>Meeting all four benchmark scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Students of Color</td>
<td>3,223</td>
</tr>
<tr>
<td>White Students</td>
<td>736</td>
</tr>
<tr>
<td>Total</td>
<td>3,959*</td>
</tr>
</tbody>
</table>

*The total number of students taking these tests was 4,256. Of that number, 297 did not identify race/ethnicity.
GOAL 4:
All children and young people are healthy, supported socially and emotionally and contribute responsibly to the success of the Milwaukee community

Recent studies from the Centers for Disease Control and Prevention and the Wisconsin Children’s Trust Fund show a growing awareness of how adverse childhood experiences have a direct impact on how well children learn. To that end, especially in a city as segregated as Milwaukee, it would be impossible for us to improve academic outcomes without addressing the impact from the economic, racial, social and emotional issues that children confront every day.

Vision: Help ensure that all children and young people are healthy, supported socially and emotionally and contribute responsibly to the success of the Milwaukee community

Measuring what matters
When Milwaukee Succeeds Community and Social Support Network members interviewed youth in our city about the stress in their lives, the following themes emerged:

- More than 54 percent witnessed violence, drugs or gangs in their neighborhoods
- Peer pressure, bullying or “drama” were cited by nearly half of students (46 percent) as causes of stress in school
- 60 percent of students interviewed stated that they wanted a caring adult to talk to or someone who could offer support

Using the Collaborative for Academic, Social and Emotional Learning (CASEL) model as a foundation for social and emotional growth, the Community and Social Support Network will seek to

- Train youth in social and emotional health skills
- Provide adults with social and emotional health skills
- Conduct a communitywide education campaign on the importance of social and emotional learning
Aligning resources and promoting what works

**SEL Training for Youth and Teens**

<table>
<thead>
<tr>
<th>Execution:</th>
<th>Measures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalog SEL and other mindfulness training programs for youth across Milwaukee</td>
<td>Number of schools and organizations providing quality mindfulness/centering practices</td>
</tr>
<tr>
<td>Identify and promote best practices in SEL programs in K-12 schools</td>
<td>Student behavioral surveys (YRBS, Gallup, Search Institute) and school suspension rates</td>
</tr>
<tr>
<td>Identify and promote quality SEL programs in after school settings, clubs, and athletics</td>
<td></td>
</tr>
<tr>
<td>Identify and promote quality mindfulness and other centering practices in schools and organizations</td>
<td></td>
</tr>
</tbody>
</table>

**SEL Training for Adults**

<table>
<thead>
<tr>
<th>Execution:</th>
<th>Measures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and promote SEH policies in institutions and organizations</td>
<td>Number of institutions and organizations with SEH policies</td>
</tr>
<tr>
<td>Identify and promote SEL training for adults who directly interact with youth and teens</td>
<td>Number of staff trained in SEL among groups interacting with youth and teens</td>
</tr>
<tr>
<td>Identify and promote SEL training for parents and caregivers</td>
<td></td>
</tr>
</tbody>
</table>

**Community Outreach & Advocacy**

<table>
<thead>
<tr>
<th>Execution:</th>
<th>Measures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a case statement on the importance of SEL</td>
<td>Number of groups and schools implementing SEL as part of their core curriculum</td>
</tr>
<tr>
<td>Create research brief on similar campaigns in other states, such as Illinois, Pennsylvania, and Massachusetts</td>
<td>Number of groups actively involved in the outreach and advocacy campaign</td>
</tr>
<tr>
<td>Create a campaign plan focused on support for SEL</td>
<td>Media penetration rates and other promotion indicators</td>
</tr>
<tr>
<td>Implement a communitywide outreach and advocacy campaign</td>
<td></td>
</tr>
<tr>
<td>Recommend local and state policy changes needed to implement a communitywide curricula for SEL</td>
<td></td>
</tr>
</tbody>
</table>

**Signs of success**

“While participating in the Milwaukee Succeeds Community and Social Support Network, I was exposed to the CASEL five competency clusters,” said Mike McCorkle, president of Timber-lee Ministries.

“With over 50 classes offered to schools in our outdoor education programs and over 18,000 students served annually, I saw an immediate opportunity to better support our teachers and students. We will clarify how our existing programs fulfill the five clusters, and where necessary, adjust programming to highlight them more specifically.”

**Call to action**

More than 20 years of rigorous scientific research clearly demonstrates that high-quality, well-implemented social and emotional learning – or SEL – can positively affect school climate and promote a number of social, emotional and academic benefits for students including:

- Improved social and emotional skills, self-concept, bonding to school, and classroom behavior
- Fewer conduct problems such as disruptive classroom behavior, aggression, bullying, and delinquent acts
- Reduced emotional distress such as depression, stress, or social withdrawal
- Achievement test scores averaging 11 percentile points higher than for students who did not receive SEL programming

Additional examples of community support can be found on the Milwaukee Succeeds website at www.MilwaukeeSucceeds.org.

- Educators
- Parents or Volunteers
- Funders
- Policy Makers
Conclusion

Clearly, the issues facing our city are widespread and daunting. They are much too big for any one organization to address alone and they are too interconnected to tackle independently.

What we are building at Milwaukee Succeeds is a united community response to broadly address the issues we face. Some people see our mission – “success for every child in every school, cradle to career” as a slogan. We view it not only as a necessity for the long-term viability of our children and our community, but as a moral imperative.

By coming together with hundreds of community partners to improve academic success for children, we have helped build momentum and infrastructure to prepare for positive change across a broad set of issues. One issue identified in this report in need of intensified focus is that of declining math proficiency. Just as we focused on school readiness or third grade reading, we will lift up this concern in the coming year and identify the partners in our community willing to focus on improving third and eighth grade math. Help us to keep moving forward by participating in and/or advocating for the mission of Milwaukee Succeeds.

“I am humbled by the depth of commitment we see every day from the hundreds of volunteers involved in Milwaukee Succeeds. For their vision, leadership and dedication, we give thanks.”

– Mike Soika, Director of Milwaukee Succeeds

Milwaukee Succeeds Leadership Council

Greater Milwaukee Foundation Board – Jackie Herd-Barber (co-chair)
Northwestern Mutual – John Schlifske (co-chair)
Marquette University – Mike Lovell (co-chair)
African American Chamber of Commerce of Greater Milwaukee – Eve Hall
Alverno College – Mary Meehan
Archdiocese of Milwaukee Schools – Kathleen Cepelka
Black Alliance of Educational Options – Howard Fuller
Boys & Girls Clubs of Greater Milwaukee – Vincent Lyles
Cardinal Stritch University – James P. Loftus
Charter School Advocates of Wisconsin – Ricardo Diaz
Children’s Hospital of Wisconsin – Peggy Troy/Bob Duncan
Choice Schools Association – Henry Tyson
City of Milwaukee Mayor – Tom Barrett
Common Ground – Keisha Krumm

GE Healthcare – Bill Berezowitz/Nata Abbott
Greater Milwaukee Committee – Julia Taylor/Mark Sabljak
Greater Milwaukee Foundation – Ellen M. Gilligan
Helen Bader Foundation – Dan Bader
Hispanic Chamber of Commerce of Wisconsin – Jorge Franco
League of United Latin American Citizens of Wisconsin – Jaime Alvarado
Marquette University – Margaret Callahan/William Henk
Metropolitan Milwaukee Association of Commerce – Tim Sheehy
Milwaukee Area Technical College – Michael Burke
Milwaukee City Council PTA – Roxanne Starks
Milwaukee County District Attorney’s Office District Attorney – John Chisholm
Milwaukee Healthcare Partnership – Joy Tapper
MICAH (Milwaukee Inner-city Congregations Allied for Hope) – Rev. Willie Brisco

Milwaukee Board of School Directors – Meagan Holmon
Milwaukee Public Schools Superintendent – Darienne Driver
Milwaukee Succeeds – Mike Solka
Milwaukee Teachers’ Education Association – Bob Peterson
Milwaukee Urban League – Ralph Hollmon
Mount Mary University – Eileen Schwalbach
NAACP – James Hall
Northwestern Mutual – Kimberley Goode
United Neighborhood Centers of Milwaukee – Tony Shields
United Way of Greater Milwaukee – Mary Lou Young
UW Board of Regents – Emeritus – Danae Davis
Wisconsin Department of Public Instruction State Superintendent – Tony Evers
YMCA of Metropolitan Milwaukee – Gail Lione/Julie Tolan
Zilber Family Foundation – Susan Lloyd
Network members for Goal 1

**Immunization Network**
- Children's Hospital of Wisconsin
- City of Milwaukee – Department of Public Health
- Community Health Improvement for Milwaukee's Children
- Froedtert Hospital of Wisconsin
- Immunize! Milwaukee
- Medical College of Wisconsin
- Parents Plus
- United Neighborhood Centers of Milwaukee
- United Way of Greater Milwaukee
- University of Wisconsin

**Quality Care & Education Network**
- 4C-For Children
- Aurora Family Service
- Betty Brinn Children's Museum
- Celebrate Children Foundation
- Children's Hospital of Wisconsin
- Children's Hospital of Wisconsin – Milwaukee
- City Year Milwaukee
- COA Youth & Family Centers
- Department of Children & Families
- La Causa Early Education & Care
- Milwaukee Public Library
- Neighborhood House of Milwaukee
- Next Door Foundation
- Parents Plus
- Penfield Children’s Center
- Silver Spring Neighborhood Center
- St. Marcus Lutheran School
- United Community Center – Bruce Guadalupe
- United Way of Greater Milwaukee
- Wisconsin Council on Children & Families
- Wisconsin Early Childhood Association
- YMCA of Greater Milwaukee

**Parent Education & Support Network**
- Aurora Family Service
- Children's Hospital of Wisconsin
- COA Youth & Family Centers
- Curative Care
- Easter Seals
- Milwaukee Public Library
- Parents Plus
- Penfield Children’s Center
- Project LAUNCH
- SET Ministry
- The Parenting Network
- United Way of Greater Milwaukee
- University of Wisconsin

Network members for Goal 2 (Third Grade Reading)

**Tutoring & Experiential Network**
- Betty Brinn Children's Museum
- Boys and Girls Clubs of Greater Milwaukee
- Cardinal Stritch University
- Children's Dyslexia Center – Milwaukee
- City Year Milwaukee
- COA Youth & Family Centers
- First Stage Children's Theater
- Interfaith Older Adults Program (RSVP Tutors)
- Journey House
- Milwaukee Christian Center
- Milwaukee Inner City Congregations
- Allied for Hope
- Milwaukee Public Libraries
- Milwaukee Public Museum
- Milwaukee Public Schools
- Milwaukee Public Schools – Recreation Division
- Milwaukee Public Theatre
- Milwaukee Repertory Theater
- Milwaukee Summer Reading Project
- Milwaukee Symphony Orchestra
- MPS/SES Committee
- Neighborhood House of Milwaukee
- PMG Educational Services
- Rising Stars
- Samaritan Tutoring Program
- Sharp Literacy, Inc.
- Silver Spring Neighborhood Center
- Three Harbors Council, Boy Scouts of America

Pilot school participants
- St. Catherine’s School
- St. Anthony’s School
- Northwest Catholic School
- Northwestern Mutual
- Milwaukee Academy of Sciences
- Gwen T. Jackson Early Childhood and Elementary School

Parent Engagement Network
- Boys and Girls Clubs of Greater Milwaukee
- Children's Dyslexia Center – Milwaukee
- COA Youth & Family Centers
- Department of Public Instruction
- Great Schools
- Housing Authority of the City of Milwaukee
- Literacy Services of Wisconsin
- Milwaukee Achiever Literacy Services
- Milwaukee Public Library
- Milwaukee Public Schools
- MTEA Parent and Community Outreach
- Neighborhood House of Milwaukee
- Next Door Foundation

United Way of Greater Milwaukee
Urban Ecology Center
Wisconsin Conservatory of Music
Wisconsin Reading Coalition
UW-M School of Continuing Education Youth Work Learning Center
Network members for Goal 2
(Postsecondary/Career Readiness)

Archdiocese of Milwaukee
ASQ
Big Brothers Big Sisters of Milwaukee
Boys & Girls Clubs of Greater Milwaukee
Cardinal Stritch University
Center for Teaching Entrepreneurship
City of Milwaukee — Mayor’s Office
City Year Milwaukee
College Possible Milwaukee
Discovery World
GE Healthcare
Girl Scouts of Wisconsin Southeast
Global Youth Leadership Institute
Great Lakes Higher Education Guaranty Corporation
Helen Bader Foundation
Junior Achievement Wisconsin
Make a Difference Wisconsin
Milwaukee Area Technical College
Milwaukee Area Workforce Investment Board
Milwaukee Public Schools
Milwaukee Repertory Theater
Milwaukee Talent Dividend
Milwaukee Urban League
PEARLS for Teen Girls
PEARLS for Teen Girls
STEM Forward
Teach for America Milwaukee
Transcenter for Youth
United Community Center
Unity in Motion
University of Wisconsin-Milwaukee Center for Urban Initiatives and Research
Wisconsin Lutheran College (Pathways to College)
YMCA of Metropolitan Milwaukee
YWCA Southeast Wisconsin

Network members for Goal 4
Community and Social Support Network
Alliance for Children and Families
America Scores Milwaukee
Aurora Healthcare
Boys and Girls Clubs of Greater Milwaukee
Casa Romero
Center for Urban Initiatives and Research
Center for Youth Engagement
Children’s Hospital of Wisconsin
City Year Milwaukee
GE Healthcare
Girl Scouts of Wisconsin Southeast
Greater Milwaukee Foundation
Growing Minds
Make a Difference Wisconsin
Medical College of Wisconsin
Mequon Nature Preserve
Meta House
Milwaukee County District Attorney
Milwaukee Public Schools
National Alliance on Mental Illness
New Concept Self Development Center
Nonprofit Center of Milwaukee
Our Next Generation
Outlet: Plugging People in
Parents Plus
Pathfinders
PEARLS for Teens Girls
Playworks
Rockwell Automation
Rogers Memorial Hospital
Safe & Sound
SaintA (formerly St. Aemilian-Lakeside)
Salvation Army
Social Development Commission
SET Ministry
St. Anthony School
Timber-lee Ministries
United Way of Greater Milwaukee
Unity in Motion
Urban Underground
UW-Milwaukee Youth Work Learning Center
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