

# **One Model:** Building and Sustaining Two Different Partnerships

**Featured Forum**

The Holmes Partnership

Annual Conference

*January 27, 2007*

*San Antonio, Texas*

# Presenters

## The Great Schools Partnership

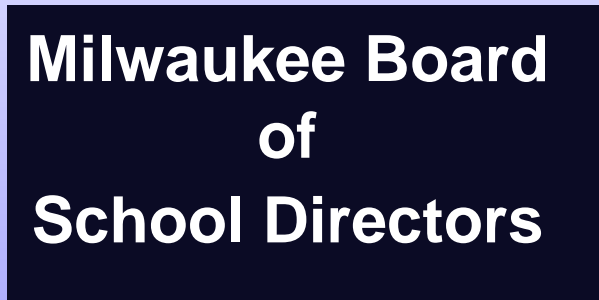
- Cheryl Kershaw
- Susan Benner
- Lynn Cagle
- Bob Rider

# Presenters

## The Milwaukee Partnership Academy

- Linda Post
- Christine Anderson
- Dan Donder
- Dennis Oulahan

# Partnership Collaboration



# The Milwaukee Partnership Academy

In the beginning.....

**October 1999**

- **Pre Existing Foundation**
  - **Relationships**
  - **Programs**
  - **Partnerships**
  - **Urban Mission**
- **The Right Leaders at the Right Time**
- **The catalyst for coming to the table**

# Questions to be Addressed

- Why are we here?
- What is shared responsibility?
- Who else needs to be at the table?
- What common understandings do we need?
  - Sharing information
  - Common definitions/vocabulary
- What are the key goals and outcomes of our work?
- What structure do we need to accomplish the goals?

# Strategies to Address Questions

- Monthly Executive Partner Meetings
  - Must attend
  - No substitutes
  - Leave conflict at the door
- Monthly Partner Meetings
- Full day retreats

- **FALL 2000 – Retreat**
  - Framing Questions
  - Sharing information/Data
    - Example:
      - What is the appropriate retention rate for beginning teachers?
      - What is the current data on the graduation rates?
      - Where are our teachers prepared?
- **JUNE 2001 – Retreat**
  - Establishing the shared priorities
  - Commitment – “Unity in the Community”
- **SUMMER 2001 -Task Group**
  - Key leaders
  - Frame priorities (breakthrough strategies)
  - Implementation Plan
- **FALL 2001 - Implementation Team established**

# Mission and Goals of the MPA

- **Mission:** Assure that every child in MPS is performing at or above grade level in reading, writing, and mathematics
- **Goals:** increase student achievement, improve quality of teaching and learning, “system to system” reform

# Structure of the MPA

- Executive Partners/monthly meetings
- MPA Partners/quarterly meetings
- Implementation Team/semi-monthly meetings
- Workgroups/ongoing
- Annual retreats

# Executive Partners

- Superintendent of the MPS
- President of Board of School Directors
- President of MATC
- Chancellor of UWM
- Executive Director of MTEA
- President of MMAC
- President of PIC
- Mayor of the City of Milwaukee
- President of the Greater Milwaukee Committee
- Executive Director of the Helen Bader Foundation

# Priorities/Workgroups

- Comprehensive Literacy and Mathematics
  - Family literacy and tutoring
  - Teacher and Principal Quality
  - Research and Evaluation
- ✓ Additional workgroups: Skunkworks, Community Partners

# Implementation Team

- Membership
- Relationship Building
- Establish Trust
- Put it all on the table..... The good, the bad, and the ugly
- Stay at the table - let the process work
- Consensus

# Plan for Change in Leadership

## Socialization of New Leaders

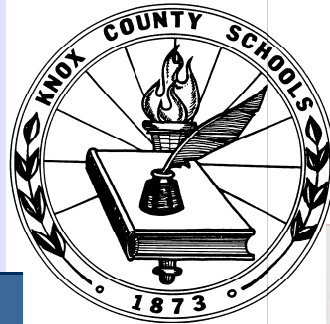
### Examples:

- Milwaukee Public Schools District Leadership – D. Donder
- Milwaukee Teachers' Education Association – D. Oulahan

# Selected Accomplishments

- Implementing Comprehensive Literacy and Mathematics Frameworks: increase in reading scores at elementary level, Literacy Coaches, Math Teacher Leaders, Literacy and Math specialists
- Learning Teams at each school as a strategy for data-driven decision making
- Developed Characteristics document
- Developed Comprehensive Induction model
- Increased use of data for decision-making and for closing the achievement gaps
- Over \$60 million in new grants (e.g. NSF, NEA Foundation, Carnegie, Joyce, Herzfeld, Assurant, Gates)

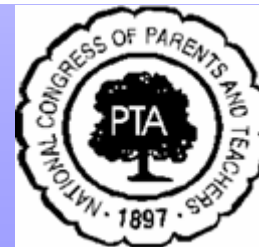
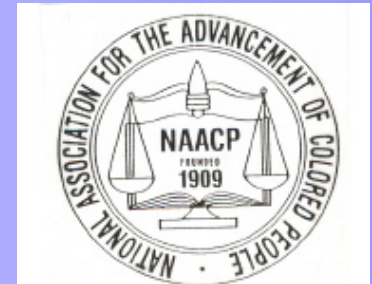
THE UNIVERSITY of  
TENNESSEE **UT**



**PELLISSIPPI STATE**  
PELLISSIPPI STATE TECHNICAL COMMUNITY COLLEGE



# The Great Schools Partnership



# **The Great Schools Partnership**

## **Vision**

**Preparing ALL students to compete successfully in our global economy**

## **Mission**

**The Great Schools Partnership serves as a think tank, incubator, and start-up funder for making Knox County Schools globally competitive.**

# The Great Schools Partnership

## Trustees

Superintendent, Knox County Schools

Mayor, Knox County

Mayor, City of Knoxville

Chancellor/Dean of CEHHS, The University of Tennessee

CEO, Knox Area Chamber Partnership

President of the NAACP

President of the Knox Area Urban League

President of Cornerstone Foundation of Knoxville

President of the Knox County Council PTA

Chairman, Knox County Commission

Teacher, Knox County Schools

Chairman of Knox County School Board

# The Great Schools Partnership

## Structure

Trustees (13)

Implementation Leadership Team (12) **NEW!**

Implementation Team

Work Teams for each Initiative

# **The Great Schools Partnership**

## **Goals, Strategies, Measurements**

**Engaged Community**

**Solid Foundation**

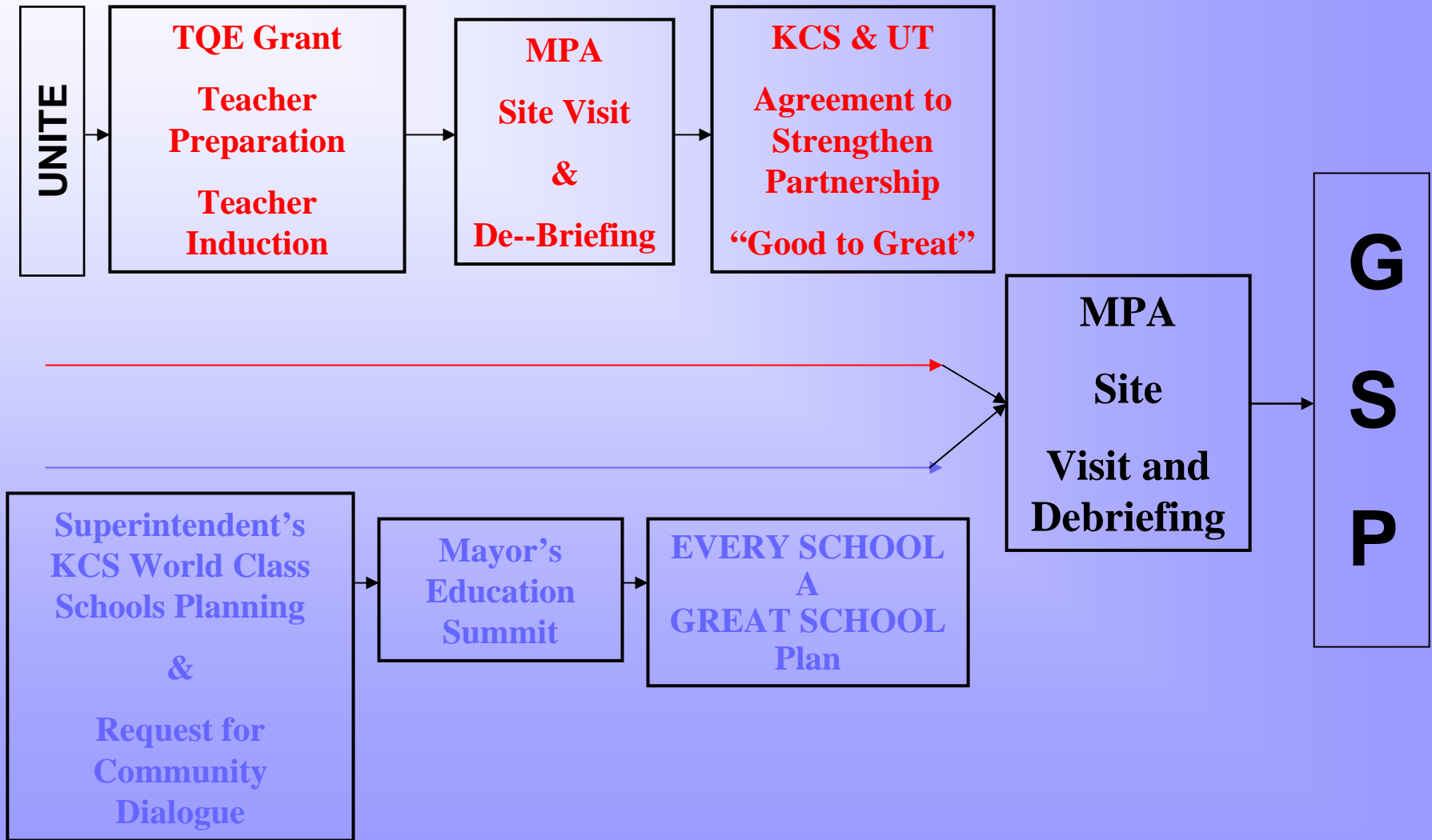
**Individualized Challenge**

**Effective Teachers**

**Continuous Improvement**

**How** did we begin?

# Parallel Pathways (1999-2004)





# Site Visit #1 (February 2004)

**Attending - 17**  
KCS Leadership  
UT Leadership  
1 Community  
Representative

## Implications

- Address our own “silos”
- Identify and involve key players -- from education, business, political leadership, and community
- Develop a common understanding of and commitment to desired outcomes
- Recognize and celebrate our strengths
- Collectively look at what we do through fresh eyes and ask questions
- The value of a full-time person to lead partnership efforts

# **Site Visits to Milwaukee: A Critical Element**

***“People change because they see or  
experience something they want.”***

***Linda Darling-Hammond***



# Site Visit #2 (November 2004)

**Attending - 25**  
KCS, UT  
Leadership,  
Business, Civic,  
Community  
Leadership

## Implications

- *Knoxville is NOT Milwaukee*
- “The Every School a Great School Trust” became **“The Great Schools Partnership”**
- Collaboratively adapted Milwaukee’s structure to Knoxville’s context

# DEVELOPING OUR PARTNERSHIP

- **Commitment of the partnership Trustees to provide leadership for community-wide change in improving education**
- **Time and effort from numerous educational leaders (school system and university) to working on the partnership agenda in addition to their regular responsibilities.**
- **Continued regular dialogue with MPA**

# ENGAGING OUR PARENTS AND COMMUNITY

- **One Education Summit (1,100 attending) and another planned for November 2007**
- **“Family Friendly” Curriculum Booklets for Families (based on MPA model)**
- **All 80 schools developing “family friendly” action plans to encourage and support parent and community involvement**

**One UT faculty member asked, “What is going on at \_\_\_\_\_? I’ve never seen them so determined to get their parents involved. And this is a school that I would have ranked at the top in working with parents!”**

# PROVIDING STUDENTS WITH A SOLID FOUNDATION

- Birth-to-Kindergarten family support for over 650 families in 28 school zones (home visits, parent-education classes, “parents as first and best teachers” coaching)
- 13 new Pre-K classes for students targeted as “at-risk”
- Kindergarten Intervention in ALL elementary schools

*Data on first year Pre-K program: “More than two-thirds of the students participating in the Pre-K program who enrolled in KCS schools passed the Kindergarten literacy screening at a proficient or advanced level. More than 90% of those who did not achieve this level have identified special education needs or were ESL students.”*

# **PROMOTING AN “INDIVIDUALIZED CHALLENGE” FOR EVERY STUDENT**

- **Piloting individual “Maximum Achievement Plans” in two elementary and two middle schools**
- **Piloting AVID in four schools.**
- **Developing Advisor-Advisee programs for middle and high schools**
- **Developing strategies for providing students with small learning communities**

# **ASSURING EFFECTIVE TEACHERS IN EVERY CLASSROOM**

- **Piloting a teacher incentive program in three schools (The Teacher Advancement Program – TAP)**
- **A teacher induction program in all 80 schools**
- **Collaboration in supporting the development of a “Distinguished Professionals in Schools” “Adjunct” Alternative Licensure Program to provide content area expertise in hard-to-staff subjects (math, science, and foreign language)**

# CONTINUOUS IMPROVEMENT

- **Collecting data and analyzing every GSP initiative**
- **Ongoing partnership improvement efforts**
- **Grant writing to support varied school system needs**

**In Many Ways....**

**Our Successes  
Are Also  
Our Challenges**

# Our Strengths are Also Our Challenges

## Strengths

Broad Based  
Representation

- Trustees
- Implementation Team
- Work Teams

## Challenges

Do we have the right  
people on the bus?

Does everyone really want  
them on the bus?

Identifying all the “silos”

# Our Strengths are Also Our Challenges

## Strengths

Focus on leaving our personal agendas at the door

## Challenges

Are we really doing this?

Can we really do this?  
(The jury is still out...)

# Our Strengths are Also Our Challenges

## Strengths

Having a clear organizational structure, roles, and responsibilities

Having a plan (The Every School A Great School Agenda) developed by a taskforce and presented to the Trustees

## Challenges

Understanding

Ownership

Is it the “right structure” and “plan?”

# Our Strengths are Also Our Challenges

## Strengths

Making mid-course corrections

- Retreats
- Developing Ownership
- Refinements to the Agenda

## Challenges

New challenges:

- Defining our outcomes
- Refining our structures
- Are we focused on the “right things?”
- Do we have the luxury to move cautiously?

# Our Strengths are Also Our Challenges

## Strengths

Opening lines of communication

Working in new ways

## Challenges

Is this a pervasive shift in the way we work?

How do we involve more “voices” and “perspectives” in significant ways?

How do we best share what we are doing and learning?

# Additional Challenges

- **Time**
- **Resources**
- **Politics**
- **Measuring our progress**
  - **What to measure**
  - **How to measure it**

# **Both Partnerships: Challenges/Lessons Learned**

- **Partnership requires constant trust building**
- **Plan for changes in key leadership**
- **Be vigilant about alignment/staying on task**
- **Develop strategies to cut through the red tape**
- **Learn how to share resources across the partnership**

# Challenges/Lessons Learned

- **Build consensus**
- **Build a culture of trust and collaboration at the higher education level**
- **Move towards formalizing the structure**
- **Keep everyone on message and focused on outcomes**

# Lessons from this Forum

- Challenges are part of partnership. Be proactive about planning for them.
- Others in the Holmes Partnership have built/sustained effective partnerships. We need to utilize each other as resources.

# Contact Information

## *Great Schools Partnership*

### **Susan Benner, Ed.D.**

UT Theory and Practice in Teacher Education Chair, CEHHS  
Knoxville, TN 37906-3400  
(865) 974-6228  
sbenner@utk.edu

### **Lynn Cagle, Ed.D.**

UT Associate Dean, CEHHS  
Knoxville, TN 38996-3400  
(865)-974-6638  
lcagle@utk.edu

# Contact Information

## *Great Schools Partnership*

**Cheryl Kershaw, Ed.D.**  
Executive Director, Great Schools Partnership  
(865) 215-4505  
cheryl.kershaw@knoxcounty.org

**Bob Rider, Ph.D.**  
UT Dean, CEHHS  
(865) 974-4126  
brider@utk.edu

**Website:**  
**[www.greatschools.us](http://www.greatschools.us)**  
(Under Construction)

# Contact Information

## Milwaukee Partnership Academy

**Janice Hagen**

Executive Assistant

(414) 270-1702

hagenjl@milwaukee.k12.wi.us

**Linda Post, Ph.D**

Chair - Leadership Team

University of Wisconsin-Milwaukee

(414) 229-4884 lpost@uwm.edu

Milwaukee Partnership webpage  
[www.milwaukeepartnershipacademy.org](http://www.milwaukeepartnershipacademy.org)