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PAVE + STCM, please contact us:

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PAVE
SCHOOLS[®]
THAT CAN
MILWAUKEE

PUTTING THE PIECES TOGETHER

2018 ANNUAL REPORT



**“WE ALL HAVE THE SAME CHALLENGES,
BUT WITH DIFFERENT IDEAS, WE CAN
WIN THOSE CHALLENGES!”**

DEAR SUPPORTERS,

Everything about **PAVE** and **Schools That Can Milwaukee** has focused on one main idea: Ensuring every child in our city can attend a high-quality school.

At every great school — no matter its shape, size, or type — the one common ingredient is great leadership. There’s simply no better way to ensure a strong school with excellent teachers in every classroom, a healthy culture for kids and adults, and rigorous academics that achieve results.

That reality has been the North Star of both PAVE and Schools That Can Milwaukee (STCM). It’s why you have invested in this work.

In the past, PAVE worked to ensure schools operated as successful nonprofit organizations with effective board governance, accountable leadership, and the financial resources necessary to drive academic results.

Meanwhile, STCM worked to recruit, train, and connect school principals, assistant principals, deans of students, and other administrators to improve their schools and better serve students.

You have made this work possible. We are grateful for that, and proud of what has been accomplished.

Now we’re putting those pieces together. This started on March 15, when we announced PAVE and STCM would merge and relaunch as a new nonprofit. Since then, we and our staff have been working hard together to thoughtfully integrate our people and programs to better serve our city’s schools with an even bigger impact.

We hope you’ll enjoy the look back at our 2017–18 program year, and the look forward at what’s coming next.

Most of all, thank you for making it all happen. None of it is possible without your support.

John M. Grogan Leslie Dixon

John Grogan and Leslie Dixon

Board Co-Chairs

EDGAR RUSSELL

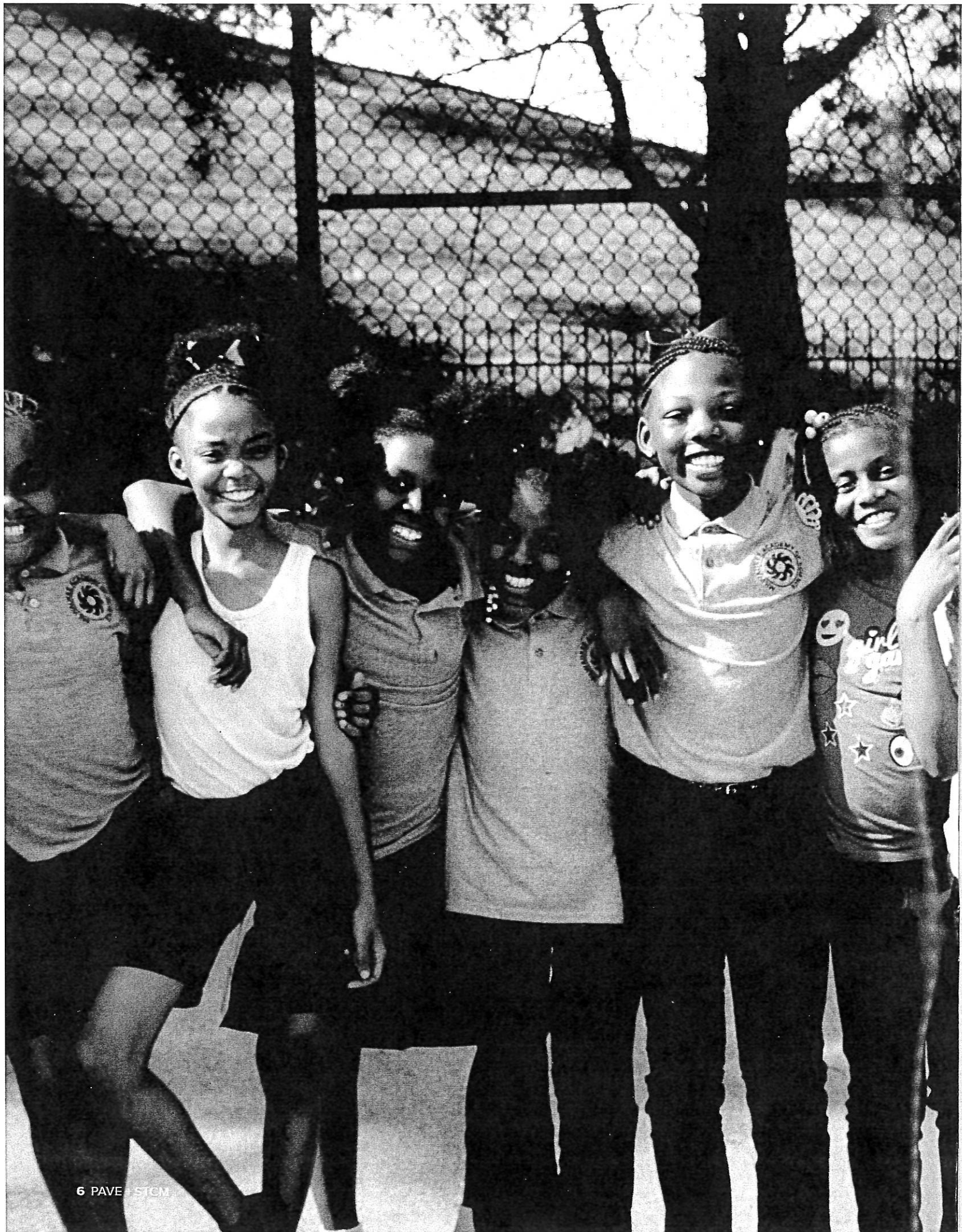
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PAVE PROGRAM UPDATES

PAVE works to ensure that Milwaukee schools are well-run organizations that make great teaching and learning possible.

During the 2017–18 school year, PAVE provided support to 58 schools. This work impacted more than 20,400 children, 77% of whom come from low-income households.

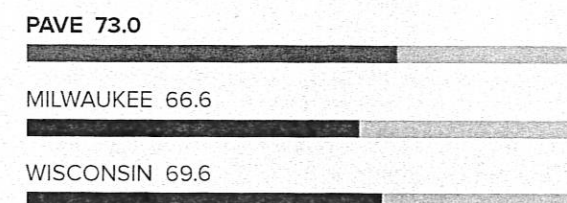
PAVE programs support heads of school, school board chairs, and other school and community leaders involved in operating charter and private schools throughout Milwaukee.

Independent evaluations have shown that PAVE's work to build the organizational capacity of schools is closely associated with positive changes in board governance and organizational health. The majority of PAVE schools have improved in board capacity, as measured by a scientific rubric.

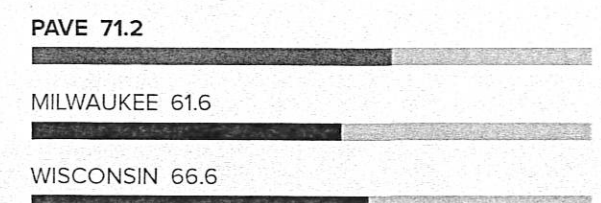
PAVE continually evaluates the impact of our work, not only on the organizational health of schools in our network, but on the ultimate bottom line: student learning. An independent evaluation from the University of Wisconsin showed that PAVE schools produced significantly higher math and reading scores than those outside of the PAVE network. Scores were also significantly higher than the city average.

That effect was also evident on the latest Wisconsin school report cards, which showed that students at PAVE-supported schools experience more and faster academic growth than the average school anywhere in the state. These schools outperform peers city-wide in every report card category.

CLOSING ACHIEVEMENT GAPS

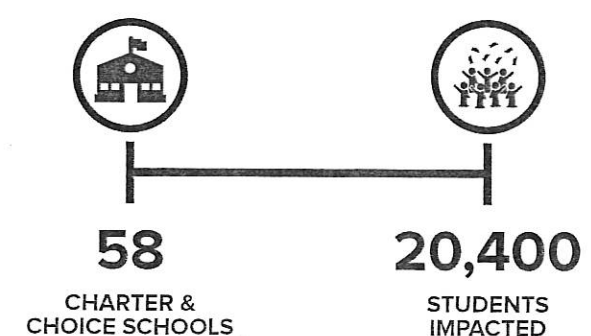


STUDENT GROWTH



Note: Because of data limitations in the current Wisconsin State Report Card, "Closing Achievement Gaps" scores were only available for about 29% of PAVE network schools. Starting this fall, we expect all PAVE network schools to receive this score. Scores are out of 100 possible points on the following scale: 83–100 (Significantly Exceeds Expectations), 73–82.9 (Exceeds Expectations), 63–72.9 (Meets Expectations), 53–62.9 (Meets Few Expectations), 0–52.9 (Fails to Meet Expectation).

All charts include data from district, charter, and private schools. "Milwaukee" and "Wisconsin" are both aggregates of all schools.



TRAININGS

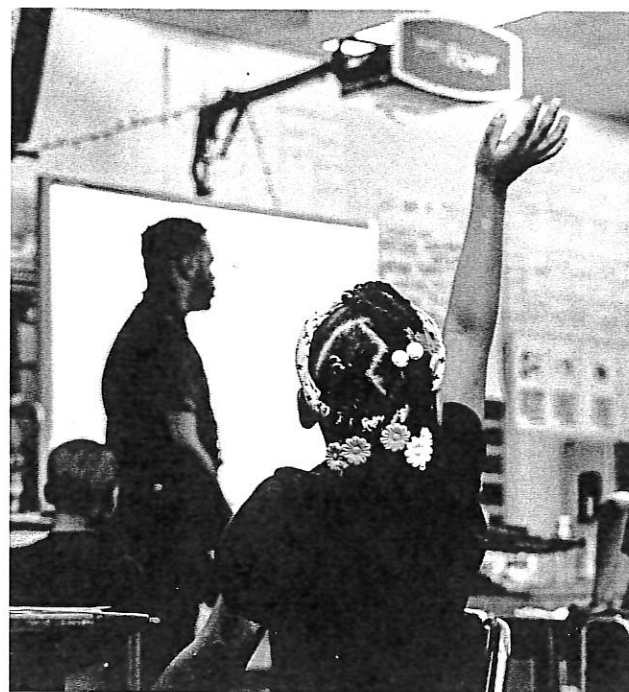
PAVE provides group trainings for school leaders and board members. Training topics are informed by needs observed by our staff, and by requests and feedback from the schools we serve.

Since 2013, PAVE has trained more than 600 school leaders, board members, and other school staff, equipping them with critical expertise and guidance to push their work forward.

During the 2017–18 school year, PAVE delivered 11 training sessions drawing more than 200 attendees. Topics included social media, talent management, and board boot camp sessions.

“PAVE gives us the necessary tools we need for effective board governance and leadership. PAVE is pushing our board to the next level.”

*— Sharlen Moore, Board Member,
Highland Community School*



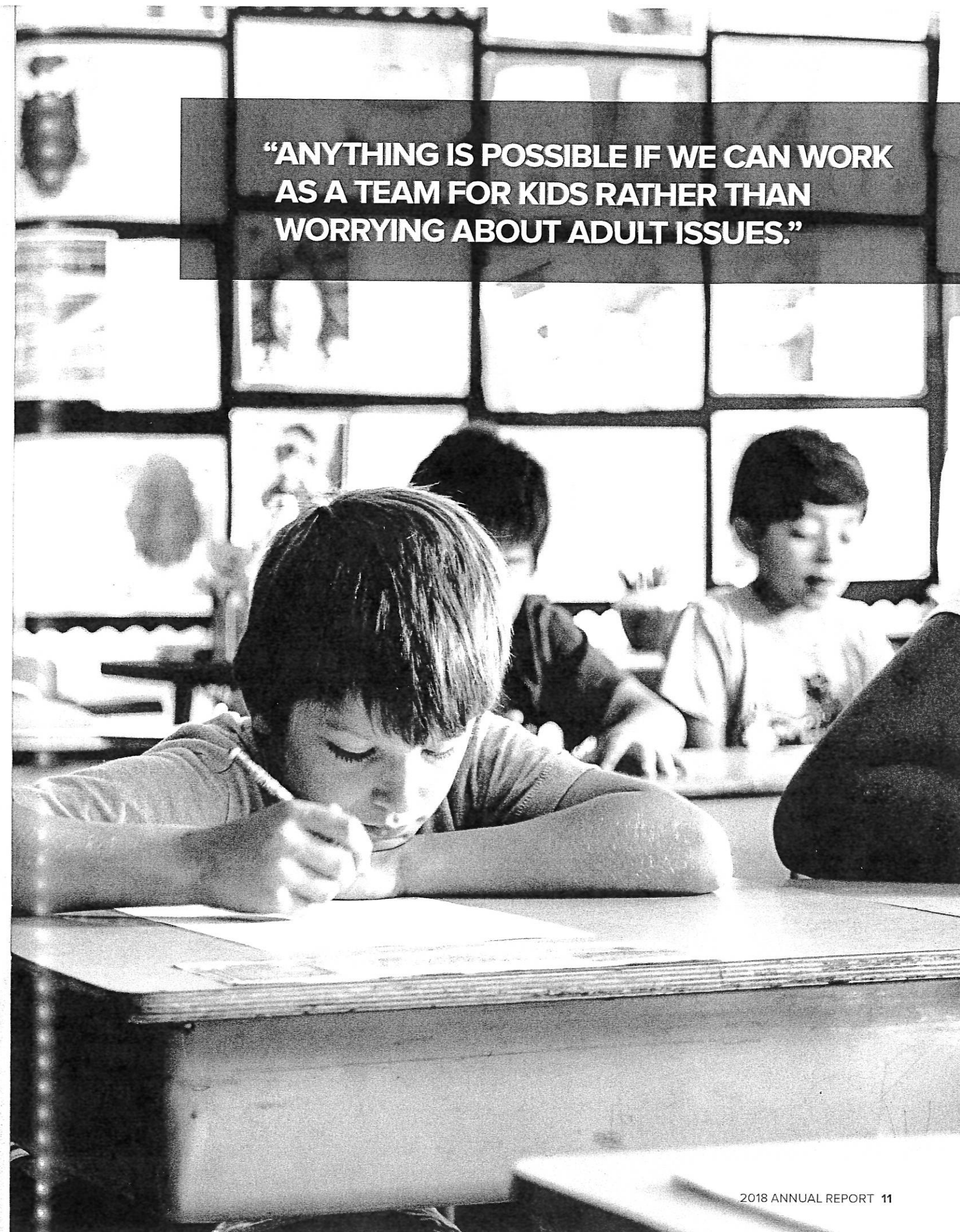
NOTES FROM THE FIELD

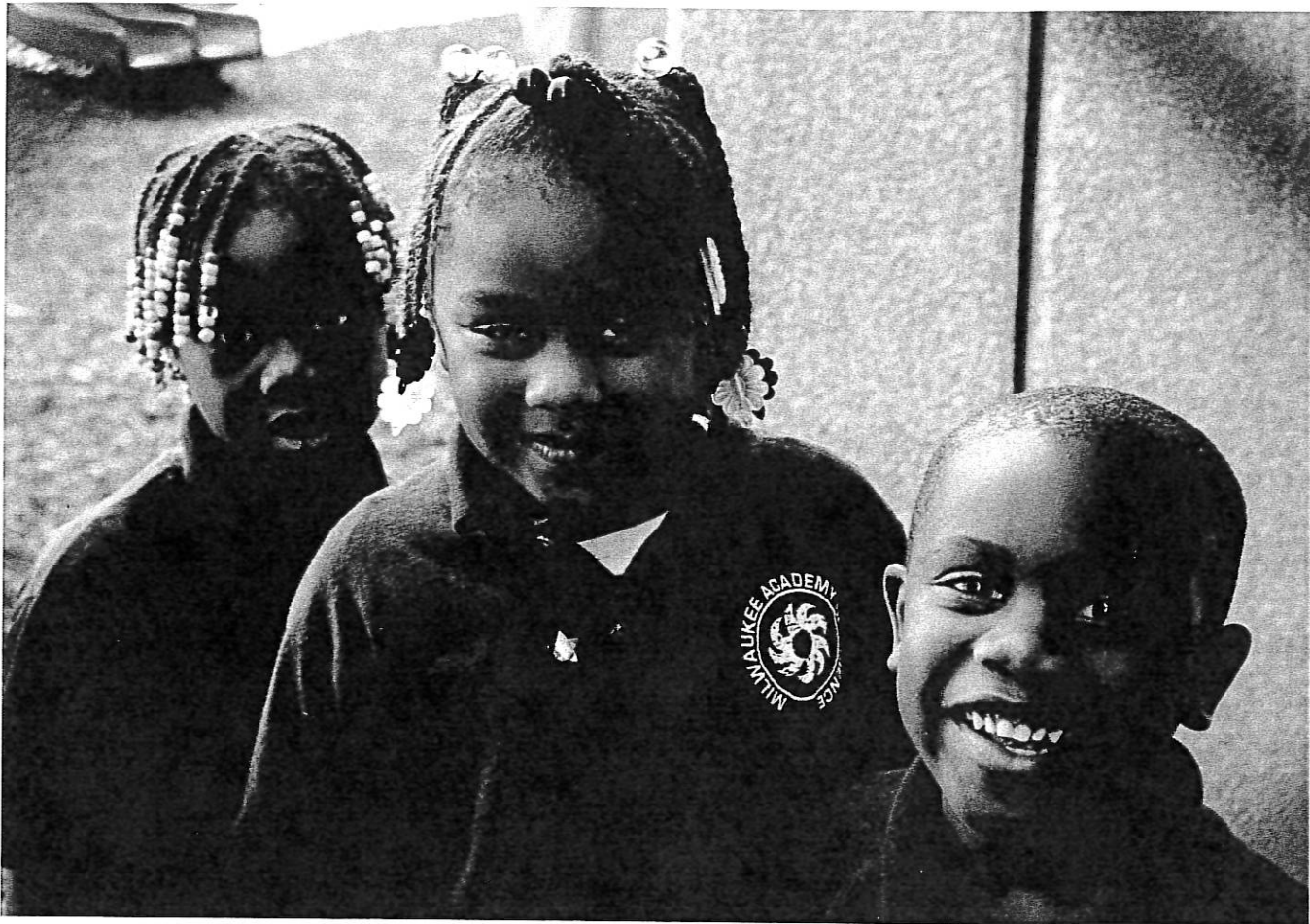
PAVE offers dozens of trainings each year focused on empowering school and community leaders to improve school operations and better meet the needs of students and their families. Whenever possible, we collaborate with other organizations and leaders inside and outside the region's education sector to ensure content is relevant and practical.

One of this year's trainings was a panel focused on issues related to immigration. Featured at the training were law professors from Marquette University, healthcare professionals, an outreach staff member from UW-Milwaukee, a school parent, and a school board member. This diverse group led an important discussion on a topic that impacts many PAVE network schools. Content included information about legal issues pertaining to immigration status, updates on federal policy changes including the Deferred Action for Childhood Arrivals (DACA) program, and community resources available to immigrant families.

This training was created in response to a PAVE school leader's request for support in helping students and families experiencing the unique stressors of immigration. Leaders left with a firmer grasp on the issue, enabling them to make decisions that support students.

“ANYTHING IS POSSIBLE IF WE CAN WORK AS A TEAM FOR KIDS RATHER THAN WORRYING ABOUT ADULT ISSUES.”





NETWORK CONNECTIONS

PAVE Partner Schools learn from each other as connected parts of a larger network of schools. This web of formal and informal channels provides opportunities to connect with resources in the wider community to advance schools' missions.

FINANCIAL SUPPORT

PAVE provides targeted assistance to support the expansion of schools that have achieved sustained excellence so they can serve more students. We also make investments in schools' key strategic priorities and strategic planning. This support includes grants and low-interest loans.

During the 2017–18 school year, PAVE committed \$676,940 in funds:

Grant Type	Amount
Planning Grants	\$121,940
Targeted Investment Grants	\$255,000
Expansion Grants	\$300,000

Project Type	Amount
Board Development	\$12,000
Facilities	\$20,000
Fund Development	\$100,000
IT	\$105,000
Marketing	\$87,940
School Expansion	\$300,000
Strategic Planning	\$52,000

STCM PROGRAM UPDATES

By investing in the training and continued development of school leaders, Schools That Can Milwaukee improves student outcomes at schools across the city.

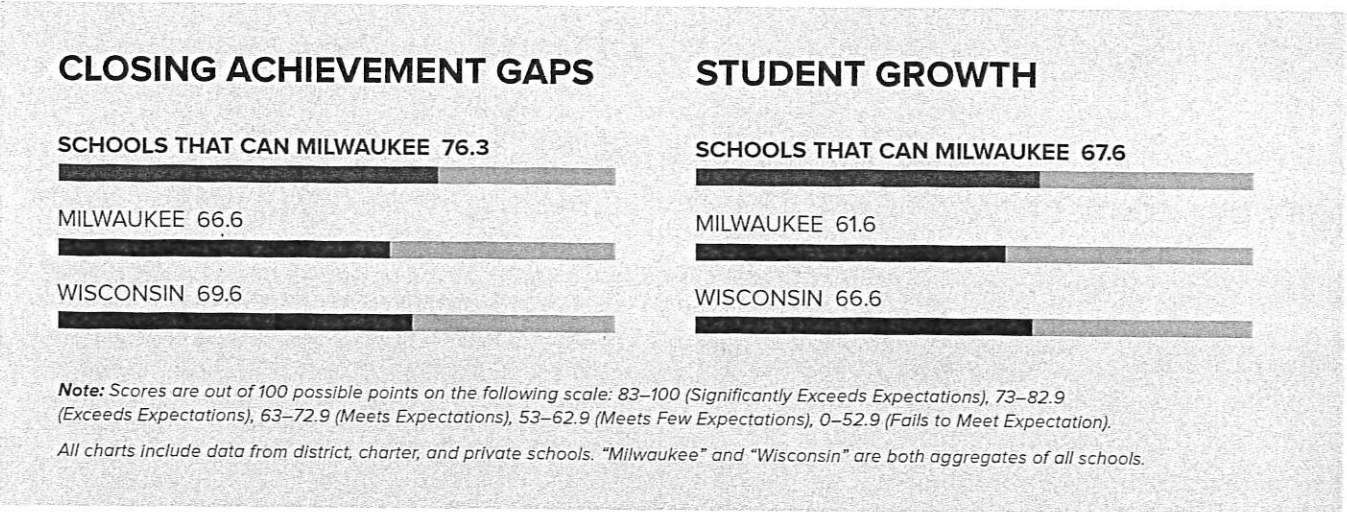
During the 2017–18 school year, STCM impacted more than 17,000 students through our support of over 215 leaders at 52 schools. 87% of students reached by our work come from low-income households. 95% are youth of color.

STCM programs support school principals and their entire leadership teams, including leaders at every career stage — from emerging teacher leaders to established school network executives. We work with leaders at all types of schools in every sector — Milwaukee Public Schools, independent charters, and private Choice.

STCM monitors five key indicators to measure success.

1. WE ARE CLOSING THE ACHIEVEMENT GAP

Wisconsin's school report card shows students at STCM-supported schools experience more and faster academic growth than the average school anywhere in the state.



2. WE ARE DEVELOPING GREAT SCHOOL LEADERS

In 2017–18, our coaches provided more than 120 hours per month of in-depth support to 18 leaders at our 8 Focus Schools.

96% of leaders supported said their work with STCM coaches enhanced their effectiveness and capacity as a school leader.

Our Emerging Leaders Program has so far developed 114 leaders, including this year's cohort of 20, which completed the program in May. In total, 30% of ELP participants have received job promotions during or since the program, while many others continue to lead from the classroom.

Our Burke Fellowship principal licensure program has so far graduated 32 leaders with principal licenses. 60% received job promotions during or after their fellowship.

3. WE ARE RETAINING GREAT SCHOOL LEADERS

More than 84% of STCM-supported leaders returned to their position in fall 2018, exceeding the national average of 73% year-to-year retention for high-poverty schools. Half of those leaders who left their roles did so to move into positions of greater responsibility.

4. OUR LEADERS ARE COLLABORATING ACROSS ALL SCHOOL SECTORS

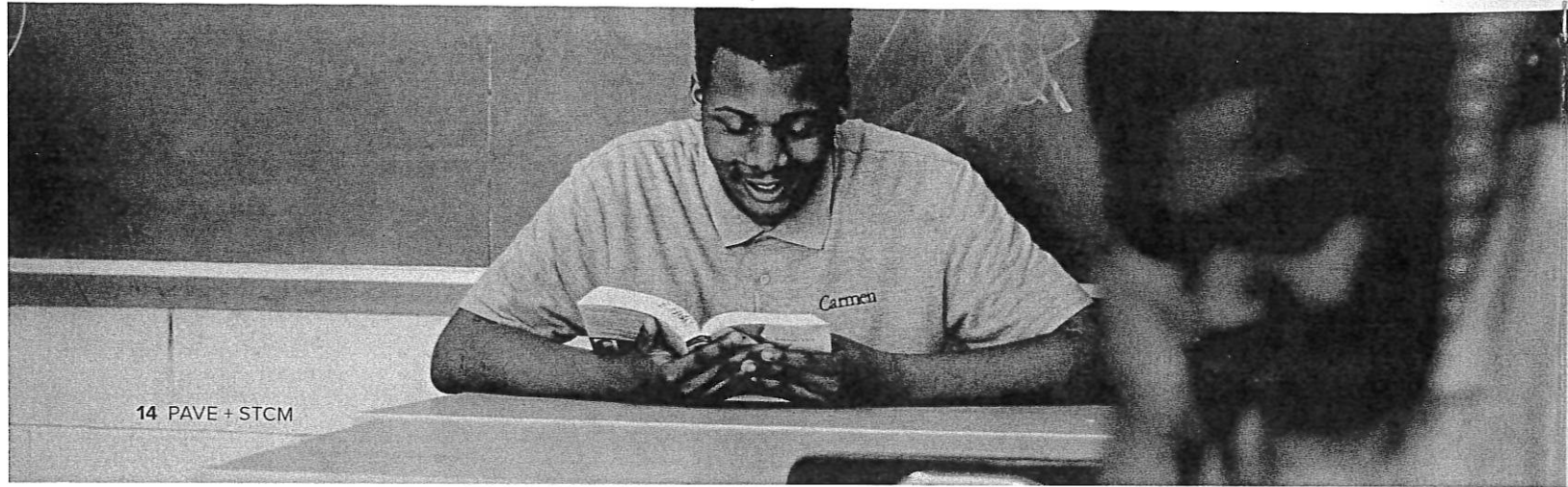
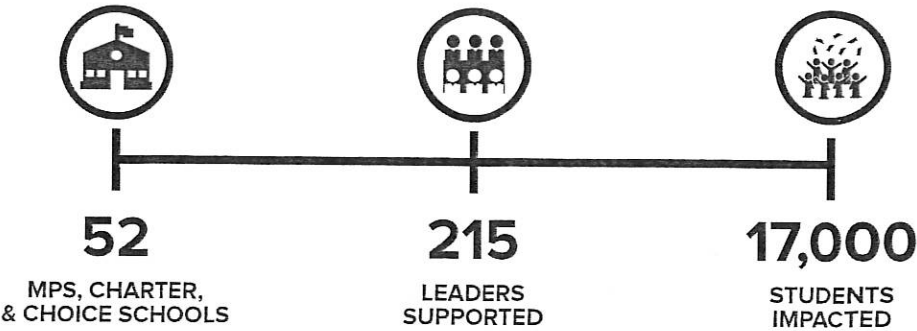
More than 150 leaders from MPS, charter, and private schools participate in our monthly professional development Collaboratives.

97% of leaders say cross-sector networking and collaborating with other leaders has been valuable.

5. THE NUMBER OF STUDENTS IN HIGH-QUALITY SCHOOLS IS GROWING

The 6 high-quality schools supported by STCM have grown to **13 campuses serving 6,540 students** across Milwaukee. Continued plans for expansion are underway.

Over the past three years, STCM committed **\$2 million to support the creation of 4,100 new high-quality seats for Milwaukee students.** (Note: STCM was selected by the Walton Family Foundation to administer this one-time pool of funding.)



COACHING

Our team of school leadership coaches — each a proven school leader themselves — provide continuous, customized, and intensive onsite coaching that helps school leadership teams develop culture, talent, and academics, with an emphasis on closing the achievement gap.

Nearly all our coaching happens at our Focus Schools, a subset of schools that have shown strong potential for improvement. We invest significant and intensive resources in these schools through training, professional development, recruitment, and deep coaching.

For the 2017–18 school year, STCM supported 18 leaders at 8 Focus Schools.

“This was a great opportunity to reflect on my current practices and make small conscientious tweaks to my daily interactions.”



NOTES FROM THE FIELD

MPS Marvin Pratt is one school that has benefited from School Leadership Coaching support, jumping on the Wisconsin State Report Card from “Meets Few Expectations” in 2016 to “Exceeds Expectations” on the latest report card.

This improvement is the result of consistent leadership from Principal Janice Carter and hard work from her team and students — supported by three years of intensive Focus School coaching and collaborative professional development support from STCM.

Pratt Elementary serves nearly 300 students in the Lincoln Park neighborhood on Milwaukee’s North Side. 90% of the school’s children come from low-income households, and 93% identify as African American. 16% of Pratt students receive special education services.

For two years, STCM support focused on establishing a strong school culture and equipping teachers and administrators through training and professional development. With that groundwork successfully laid, STCM shifted to focus on academics during the 2017–18 school year.

As a result, more Pratt students are scoring at or above grade level on schoolwide progress tests, student attendance remains high at 90%, and nine of the school’s ten classroom teachers are returning this fall.

Now, Principal Carter is sharing her expertise and experience with other MPS principals. STCM connected her with the leaders of MPS Dr. George Washington Carver Academy of Mathematics & Science and MPS Dr. Martin Luther King Jr. Elementary. The three leaders have visited one another’s schools, and Principal Carter has volunteered her time to help the Carver and King school communities follow the improvements at Pratt.

TALENT DEVELOPMENT

We identify and develop Milwaukee’s home-grown school leadership talent while recruiting high-quality leaders to our city from across the country. We then work directly with the schools we support to match high-quality prospective leaders to areas of need.

STCM runs two leadership training programs designed to develop Milwaukee’s next generation of school leaders:

Emerging Leaders brings together a group of passionate educators for a year-long professional development experience. The program delivers a hands-on introduction to school leadership.

The Burke Fellowship is a rigorous two-year principal licensure program operated in partnership with Alverno College. It combines classroom learning with job-embedded school leadership coaching.

NOTES FROM THE FIELD

Sara Wroblewski is one example of how STCM’s Talent Development programs fit together into a leadership pipeline for Milwaukee schools.

Sara joined the Emerging Leaders Program when she was a science teacher at MPS Wedgewood Park International School. She was then accepted into the Burke Fellowship principal licensure program. After her first year as a Burke Fellow, Sara was promoted to Dean of Students at Wedgewood.

During her final year of the program, Sara racked up a series of accomplishments to build the culture of her school: She started a peer mediation program, held regular ‘circle’ meetings with at-risk students identified by behavior data, recruited and trained a team of student leaders, provided training to staff on issues of equity and racial justice, and facilitated meetings with students and community groups to examine school and district discipline data and policies and make recommendations for positive change. Next, Sara will use student performance and discipline data and the results from a school-wide survey to measure the impact of her initiatives.

Sara graduated from the Burke Fellowship in May 2018, and is now eligible for a state principal licensure.

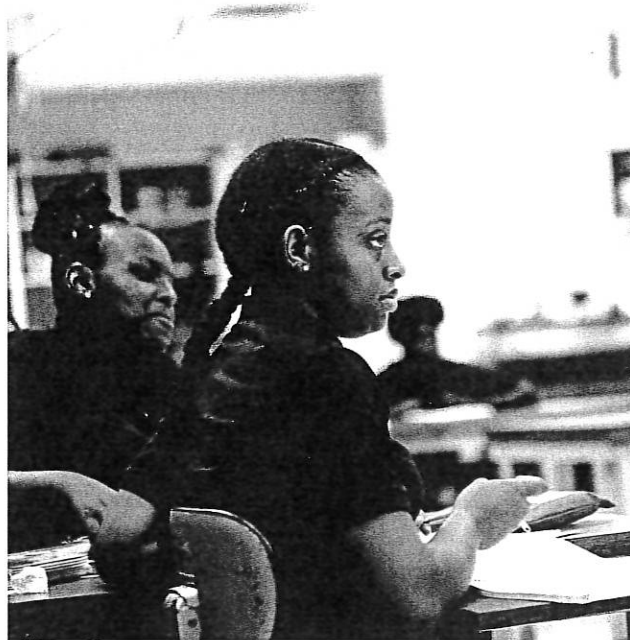


COLLABORATIVE PROFESSIONAL DEVELOPMENT

Believed to be the only forum of its kind in the nation, our monthly professional development Collaboratives bring together attendees that span school types, instructional models, and personal politics to support one another and share best practices. Leaders leave each session with practical tools they can begin using that same day.

These efforts create a cross-sector community for Milwaukee school leaders to share challenges and successes, and get better together for the students they serve.

“STCM Collaboratives help me stay focused on the larger culture factors that deeply impact the wellbeing of my students.”



NOTES FROM THE FIELD

This year, educators from Milwaukee College Prep (MCP) stepped up to share their best practices through STCM Collaboratives.

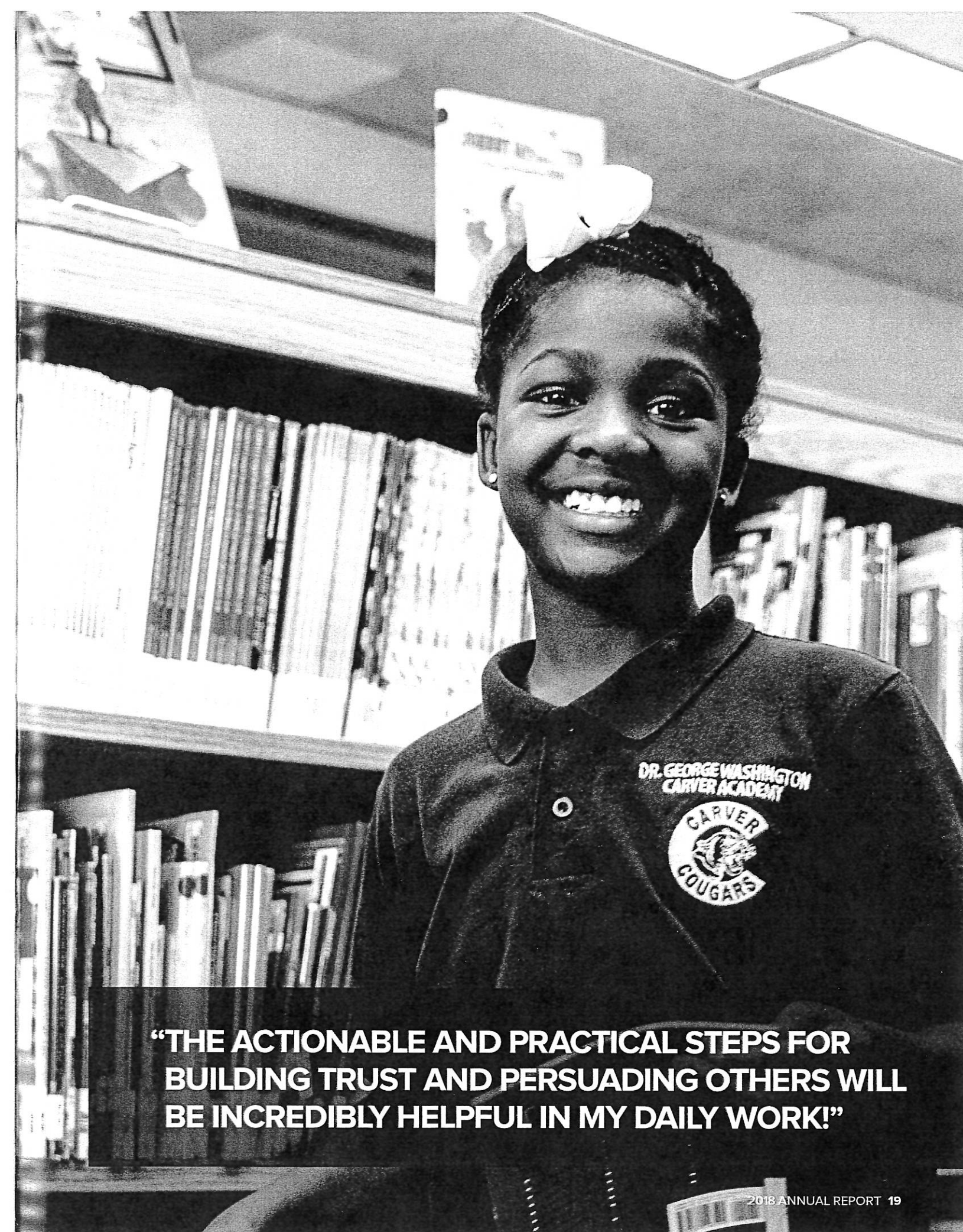
In November, MCP Chief Academic Officer Kari Flitz facilitated a session for Instructional Leaders on standards-based instruction, and another for Deans of Students on restorative justice practices. Then, in December, MCP hosted Collaboratives so educators from across the city could observe these techniques in action.

NOTES FROM THE FIELD

In May, the Kellogg School of Management at Northwestern University provided STCM school leaders with a special full-day Collaborative. Content included sessions from Kellogg's executive education programs on "Leadership Strategies for Successful Schools," which are not typically presented outside of Chicago.

The day centered on building trusting relationships to accomplish change with a team. Using scenarios, leaders learned multiple strategies for building trust with those they manage, their peers, and their supervisors.

Thanks to an ongoing relationship between STCM and Kellogg, the training was offered free of charge to more than 60 Milwaukee educators.



“THE ACTIONABLE AND PRACTICAL STEPS FOR BUILDING TRUST AND PERSUADING OTHERS WILL BE INCREDIBLY HELPFUL IN MY DAILY WORK!”

HIGH-QUALITY SCHOOL VISITS

Together, our coaches and school leaders visit high-quality schools locally, regionally, and across the country. During these visits, leaders see first-hand what's possible when they implement best practices to transform their own schools.

Our team organized two of these visits during the 2017–18 school year. In November, we brought 24 school leaders to Denver to spend time at six different schools. In March, another 34 leaders visited three schools in Chicago.

While on these visits, Milwaukee leaders heard from school leaders, teachers, students, and parents, while encountering new practices and ideas. Then they spent time collaborating and planning with colleagues for how they'd incorporate what they saw back at their schools in Milwaukee.

Following both visits, 100% of attendees said they had gained an expanded idea of what is possible for their students, and that they learned a new best practice or acquired a new tool for their schools. 100% of attendees also said they'd recommend the trip to a colleague.

"Getting out of your building is really powerful — to see other things, hear how leaders share their vision, and reflect with fellow Milwaukee leaders."

HIGH-QUALITY SCHOOL EXPANSION

We work to expand high-quality, open-admission schools by making connections with local and national nonprofits and philanthropists that want to invest in great schools.

In 2015, Schools That Can Milwaukee was selected by the Walton Family Foundation to serve as steward of \$2 million in funding to support the expansion of existing high-quality schools and the launch of high-potential new school starts.

In spring 2017, we awarded the final grants from this pool of funds, and are now providing ongoing accountability to the recipient schools in areas including student achievement, enrollment, fiscal strength, and engagement with our support programs.

In total, funds from the Walton Family Foundation administered by Schools That Can Milwaukee will help create more than 4,100 seats at the following schools:

ACOSTA MIDDLE SCHOOL

The United Community Center launched Acosta Middle School in 2016 with 52 6th graders. The STEM-focused program will eventually serve 250 students in grades 6–8.

NATIVITY JESUIT ACADEMY

Nativity Jesuit Academy began as a boys-only middle school. It's expanding to serve both boys and girls in grades K4–8. The planned 378-seat expansion is happening through 2024.

NOTRE DAME SCHOOL OF MILWAUKEE

Notre Dame started as a girls-only middle school and previously expanded to serve co-educational younger grades. The school is now adding 80 seats for middle school boys.

ROCKETSHIP EDUCATION

Rocketship Education will open its second Milwaukee School on the city's North Side in fall 2018. The new campus will ultimately serve 400 students.

ST. AUGUSTINE PREPARATORY ACADEMY

After launching last year with 600 students in grades K4–3, 6, and 9, Aug Prep will begin its second school year in fall 2018 with three additional grades. By 2024, the school will grow to serve 2,500 students.

ST. MARCUS LUTHERAN SCHOOL

St. Marcus launched an expansion campus in 2016 serving 200 students in grades K3–3. St. Marcus North Campus is building up to 8th grade and at full capacity will serve 500 students.

KIDS FIRST AWARDS LUNCHEON

On May 3, PAVE + STCM welcomed the community to our first public event, the Kids First Awards Luncheon at the Discovery World Pilot House. Joining together with an array of educators, activists, philanthropists, and other community members, we recognized individuals who have invested significant personal and professional time, effort, and resources to benefit Milwaukee students:



T. MICHAEL BOLGER, PRESIDENT EMERITUS AT THE MEDICAL COLLEGE OF WISCONSIN

Bolger's commitment to education was the impetus behind the Milwaukee Academy of Science, which he founded to provide a pathway to medical school for first-generation college-bound students of color.



METALCRAFT OF MAYVILLE (ACCEPTED BY CEO MARTIN GALLUN)

Metalcraft, run by the Gallun family since 1973, has built a reputation as a company that puts customers, employees and community first. Metalcraft provides financial support to schools, educational organizations, and individual students in Milwaukee and throughout the state.



RICARDO DIAZ, EXECUTIVE DIRECTOR OF THE UNITED COMMUNITY CENTER (UCC)

Diaz's passion and commitment to education are apparent at the UCC's Bruce-Guadalupe Community School and Acosta Middle School.



VOLUNTEER OF THE YEAR: JENNIFER ALLEN, CREDIT POLICY ANALYST AT MGIC

Allen served as a reliable tutor in area schools for years when she learned about PAVE's Board Corps program. Allen is now a director for the Malaika Early Learning Center, and has recruited several colleagues to the Board Corps program.



2017-18 BUDGET SUMMARY

PAVE

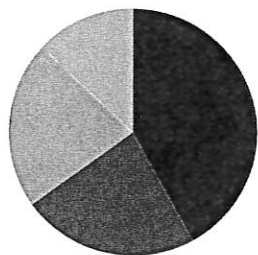
PAVE's work during the 2017-18 school year was supported by \$829,354 in contributions from more than 300 individuals, corporations, and foundations. That support was supplemented by \$227,788 in investment income.

Operating expenses for the year were \$1,336,538, including \$395,890 paid out to support grants.

Note: An additional \$406,377 in unrealized investment gains are not represented as revenue below, but were considered when awarding this year's grants.

REVENUE

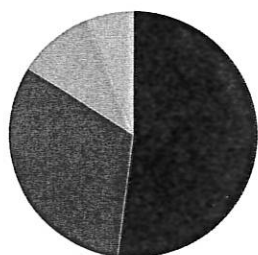
Total: \$1,057,142



- FOUNDATION GIFTS: 41.6%
- INDIVIDUAL GIFTS: 23.5%
- INVESTMENT INCOME: 21.5%
- CORPORATE GIFTS: 13.4%

OPERATING EXPENSES

Total: \$1,336,538



- PARTNER SCHOOL PROGRAM: 51.7%
- G&A: 31.7%
- FUNDRAISING: 10.5%
- BOARD CORPS AND PRO BONO PARTNERS: 6.1%

STCM

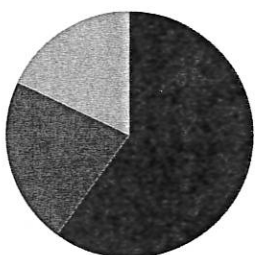
STCM's work during the 2017-18 school year was supported by \$1,917,130 in contributions from more than 240 individuals, corporations, and foundations.

Operating expenses for the year were \$1,960,780, with an additional \$448,700 paid out to support school expansion grants.

Note: All STCM expansion grants are fully funded by a \$2 million commitment made to STCM by the Walton Family Foundation in 2015.

REVENUE

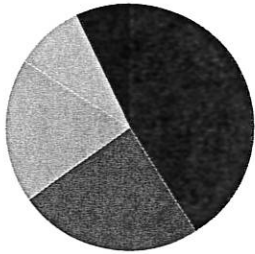
Total: \$1,917,130



- FOUNDATION GIFTS: 59.8%
- INDIVIDUAL GIFTS: 22.5%
- CORPORATE GIFTS: 17.7%

OPERATING EXPENSES

Total: \$1,960,780



- SCHOOL SUPPORT: 41.0%
- TALENT DEVELOPMENT: 23.5%
- G&A: 18.8%
- STRATEGIC COMMUNICATION: 7.5%
- FUNDRAISING: 9.2%

PUTTING THE PIECES TOGETHER

Both PAVE and STCM have had powerful pasts marked by significant positive impact. Those who have been a part of these two stories — our past staff, board members, and partners — deserve to be proud of what they helped create, and the results accomplished by their efforts.

Much more must be done. Too many of our city’s kids remain locked out of opportunity.

That’s why we’re beginning a new story, one that combines the strength and ingenuity of PAVE and STCM to bring a comprehensive continuum of support to hundreds of leaders at nearly 90 schools serving 36,500 students across Milwaukee.

Thank you for being a part of this important work.

CLOSING NOTE

Great leaders — from the boardroom to the classroom — ensure strong results for students.

You have empowered the past work of both PAVE and Schools That Can Milwaukee.

Thanks to your support, we’ve recruited, trained, placed, coached, consulted, connected, and supported a range of leaders serving in myriad roles at schools across the city. That work has made a lasting, tangible impact for many thousands of students over nearly three decades.

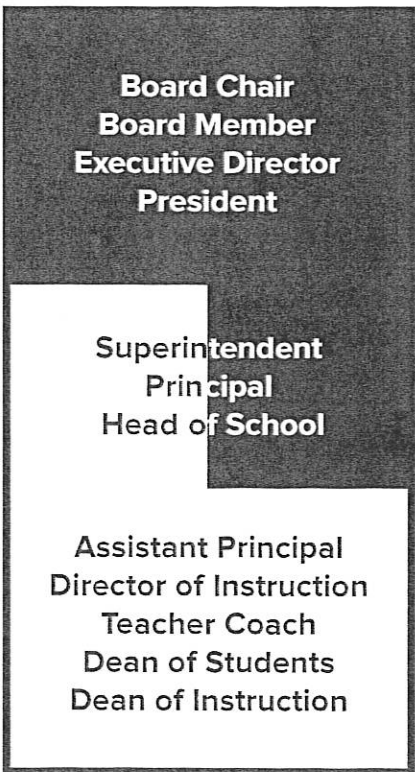
Now, you are helping us move forward, together, to make an even bigger impact for our city’s children.

With your continued support to put these pieces together, we are creating a sustainable force for change to ensure opportunity for every child in Milwaukee.



Support focused on helping schools improve in the areas of academics and culture:

- Onsite job coaching of school leadership teams to support culture, talent, and academics
- Monthly Collaborative professional development with colleagues in similar job roles at schools across the city
- Emerging Leaders Program for educators exploring school leadership
- Burke Fellowship principal licensure program
- Visits to high-quality schools locally, regionally, and across the country
- Talent recruitment
- Targeted financial assistance for expansion and strategic initiatives (on a very limited basis)



Support focused on helping schools operate as successful nonprofit organizations:

- Board Corps governance board member recruitment, placement, training, and support
- Direct consulting and mentoring of school leaders and volunteer board members in the areas of strategic planning, fund development, marketing, and data-informed decision making
- Training sessions for board members and school leaders
- Pro-Bono Partners program connects skilled professionals to provide project-based volunteer support for schools
- Vetting and financially supporting consultant work in the areas of human resources, marketing and public relations, and business and strategic planning
- Grants to support strategic planning, targeted priorities, and school expansion