

Karen R. Jackson, Ph.D.

Chief Human Capital Officer
Milwaukee Public Schools
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Summary of Qualifications:

An experienced and highly regarded administrator with extensive executive and operations level of experience with six highly regarded urban and suburban school districts and county government. Served as the Chief Human Resources Officer, Associate Superintendent – Human Resources, Chief Administrative Officer, Director of Human Resources for three school districts and Director of Student Services. Introduced best business practices, including creating New Educator Center and teacher residency program. Implemented large-scale organizational and work culture changes to focus on improved customer service and raising student achievement. Oversee recruitment, reassignment, benefits, equal opportunity and employment relations. Work collaboratively with many stakeholders. Responsible for development of employee handbook as a replacement to contracts. Advisor to Superintendents and various Directors. Currently Chief Human Capital Officer for Milwaukee Public Schools.

Summary of Education

- Ph.D. Urban Education, Educational Psychology, 1988
University of Wisconsin-Milwaukee
Topic: Some Socio-Psychological Variables in the
Prediction of Academic Success of Students in
Desegregated Settings
- M.S. Guidance and Counseling, Educational Psychology
University of Wisconsin-Milwaukee
- B.A. Sociology, Correctional Administration
University of Wisconsin-Madison

Certifications Held

- Wisconsin Superintendent
Supervisor Coordinator, Director of Instruction (K-12)
Director of Special Education, Pupil Services (K-12)
Principal (Pre K-12)
Professional School Counselor (K-12)
Seeking SPHR Professional Human Resources Certification
Human Resources Certificate – Marquette
- Honors Outstanding Service Plaque – Wauwatosa Teacher Union, Milwaukee County
Outstanding Alumnus Award – UW-Milwaukee; Cleveland Public Schools
Finalist, Breakaway Leaders Award; Global Summit
Outstanding Service Award – Shorewood High School
Women on the Move – Top ladies of Distinction
Black Excellence Award – Milwaukee Times
Outstanding Research First 25 Years – UW-Milwaukee

Executive Level Professional Experience:

**Chief Human Capital Officer
Milwaukee Public Schools**

2010 – Present

Key Responsibilities: Direct daily operation of the 48 employees of the Office of Human Resources (OHR) that includes Mentoring, Induction, Licensing, Benefits and Insurance Services, Employment Relations, Compensation and Talent Management. OHR is also responsible of FMLA and Equal Employment Opportunity compliance. The office serves close to 10,000 full and part time active employees; over 16,000 retirees. As senior team member for Superintendent advising on strategic educational issues as labor negotiations, compensation, recruitment strategies. Led transformation from Human Resources to Human Capital Management with a Talent Management department.

Results:

- Successful development of handbook for classified and certificated staff in response to Act 10
- Established 2010-11 Corrective Action Plan with the Department of Public Instruction
- Re-deployed more than 300 laid-off teachers prior to the start of the school year, many to SAGE classrooms
- Launched New Employee Orientation Sessions to be scheduled biweekly
- Established two programs for new teachers; Project Metro and New Educator Center.

**Director Human Resources
Deputy Director, Human Resources
Milwaukee County Government**

2005 – 2010

Key Responsibilities: Directed daily operation of the 32 employees of the Division of Human Resources that included Employment and Staffing, Compensation and Affirmative Action. The Division previously included Labor Relations, Benefits and Pension. With a budget of over three million, the Division served over 5000 active employees and applicants. The challenge was to alleviate pressure points within the Division that resulted from rapid downsizing and extreme budget reductions. As Division Director, I was responsible for solving complex human resources issues within the confines of Civil Services rules and County ordinances. Our office was responsible for FMLA compliance, employee orientation and compensation; a key partner on the oversight committee responsible for the implementation of HR payroll/personnel system (Ceridian). Our recruitment system included on-line application and self-serve capacity. I served as secretary to Civil Service Commission and represented administration at the County Personnel Committee. I participated in Six Sigma training.

Results: Sustained staffing levels in Division for last 2 years, including addition of recruitment and FMLA positions. Lead successful efforts resulting in over 1000 applicants recruited within 4 months for House of Correction and Office of the Sheriff for purpose of providing respite to current officers while addressing critical staffing problems. Coordinated pandemic efforts. Developed vision for the future of DHR. Lead transformation of the division from transaction based to a service oriented division responsible for workforce recruitment, staffing and diversity.

**Chief Human Resources Officer
District of Columbia Public Schools**

2003- 2004

Key Responsibilities: Provided counsel for state and local level human resources functions. Responsible for staffing 12,000 employees (5,500 teachers), benefit and salary administration, labor management, criminal background checks, classification, employment verification, academic credentials and standards, recruitment and equal employment opportunity. Administered budget of \$ 6 million and

supervised over 80 FTE's. Facilitated the technology modernization efforts for human resources. Key advisor to four superintendents on strategic efforts to raise student achievement and attract qualified teachers. Trained by Thoughtbridge on collaborative bargaining process.

Results: Successfully concluded initial collaborative bargaining effort with teacher's union resulting in work plans for subsequent year. Achieved full staffing of elementary/middle schools prior to start of school; Responsible for envisioning and implementing transformation of human resources functions from paper laden to paperless. Successful integration of business processes with Peoplesoft requirements; Changed role of Administrative Specialists to focus on principal evaluation, while divesting their other responsibilities to principal coaches.

**Director of Human Resources
Wauwatosa Public Schools**

1996 – 1999

Key Responsibilities: Directed the human resources office for a suburban district of over 900 employees and 16 schools. Responsible for negotiation and grievance administration for three bargaining units. Conducted all district employee recruitment, selection, staffing, benefits, administration, induction and termination process. Additional responsibilities included benefits coordination and employee performance evaluation. Administered budget of \$5 million with staff of 2.5 FTE.

Results: Started school year fully staffed, first time in over 10 years. Successfully completed consensus based negotiations with the unions. Established excellent relationship with all bargaining units, retirement seminars, and initiated web based recruitment.

**Director of Student Services and Exceptional Education
Shorewood School District**

1989 – 1996

Key Responsibilities: Administered all student support programs for a school district of 2000 students, and four schools. Programs included the Voluntary Desegregation program (Chapter 220), Title I, Title II, Summer School, and English as a Second Language; directed Exceptional Education program and staff; served as acting superintendent for three consecutive summers.

Results: Established Student Services Office for the District; developed expulsion procedures and personnel handbook. Designed action research to seek cause for low student achievement in the district's high school; started achievement support group for voluntary transfer students; established Novanet and other alternative educational options through Title1; initiated ESL program for Russian student.

Other Positions Held

Social Planner
Social Development Commission
1970 – 1971

Counselor Administrator
Job Corps - YWCA
1971 – 1974

High School Guidance Counselor
Racine Unified School District
1974 – 1978

Guidance Counselor
Whitefish Bay High School
1978 – 1984

Associate Principal
Whitefish Bay High School
1984 – 1989

Adjunct Professor, (summer)
UW - Milwaukee
1995 - 1996

Accomplishments

- Returned to Milwaukee Public Schools to turnaround Department for improved results and better service.
- Preparing human resources for mass layoffs with downsized decentralized staff.
- Led an extensive recruitment effort that met and exceeded needs of three correctional agencies, selected new assessments and a shared background screening protocol.
- Promotion to Associate Superintendent for District of Columbia Public Schools due to exemplary work and deep understanding of urban school districts during tumultuous period of transition for school district, where I served four different superintendents.
- Ability to lead and adapt administrative skills and knowledge to diverse urban and suburban school districts as well as transfer those skills to public administration.
- Finalist for Superintendent for Milwaukee Public Schools, Wauwatosa, and Shorewood School Districts.
- Achieved in one year, major turnaround including early principal hiring, staffing of critical special education programs, accurate salary placement for entire District of Columbia Public School workforce, and starting FY 05 fully staffed with teachers assigned to every classroom.

Civic and Professional Organizations

Phi Delta Kappa

Alpha Kappa Alpha Sorority

UW-Milwaukee Emeritus Board

St. Charles Youth & Family Services (Board)

Council of Great City Schools

Society for Human Resources (SHRM)

St. Francis Children's Center (Board)

Pi Lambda Theta

Kiwanis, Milwaukee Chapter – Board member

Cream City Chapter of The Links, Incorporated

Milwaukee Association of Black School

Educators (MMABSE)

Children's Hospital Research Committee

Agape Community Center (Board)