



Blueprint 2027

VISION

The Future We Want

All students will have the knowledge, skills and confidence necessary to thrive in our city, our nation, our world.

MISSION

The Work We Do

We educate and empower every student, in every community, every day, to build a stronger Detroit.

Students First

Excellence

Integrity

Equity

Service

Tenacity



Transformative
Culture



Outstanding
Achievement



Whole Child
Commitment



Exceptional
Talent



Responsible
Stewardship

College & Career Readiness

Graduates have achieved proficiency in core subjects across disciplines, having engaged in a well-rounded, rigorous and relevant preparatory curriculum. They are problem solvers, qualified for postsecondary education and training programs or their chosen career, they are prepared to leverage networking and community resources as they pursue postsecondary options, and they have financial literacy and tools to make strong decisions as they enter adulthood.



GRADUATE PROFILE

Leadership & Collaboration

Graduates understand the value of ethical, effective leadership and have developed skills to lead and collaborate successfully in diverse contexts. They can inspire action, manage conflict, empower others, and organize collective efforts to improve their communities. As confident communicators and thoughtful team players, they have learned to leverage different perspectives, strengths, and roles to achieve shared goals. Whether stepping up as formal leaders or contributing as members of a team, they can mobilize people for positive change.



Critical Thinking & Adaptability

Graduates have developed critical thinking skills that help them breakdown complex issues and work towards practical solutions. They can adapt nimbly to new situations, adopt new ways of thinking and working enabled by technological advancements, and navigate uncertainty. Empowered by a growth mindset, graduates view change as an opportunity for innovation aimed at positive transformation of communities and systems.



Global & Social Engagement

Graduates appreciate histories, cultures, and perspectives within and beyond their own communities. They demonstrate curiosity, empathy, and respect for diverse peoples and worldviews. They are informed advocates for racial equity, social justice, and human rights worldwide, which compels them to stand up to injustice through informed civic participation as adults.



Social-Emotional Intelligence & Resilience

Graduates believe in their own abilities and have developed the skills to monitor and improve their emotional wellbeing. They know how to set long term goals and work toward them with grit and determination in the face of obstacles. They make decisions that balance self-care with caring for community, and their emotional intelligence equips them to navigate social situations and conflicts across lines of similarity and difference.





Goal 1: Improve Attendance

By 2027, achieve:

- 90%** Average Daily Attendance
- 43%** Chronic Absenteeism
- 66%** Family Favorability

Tactics:

- **Access to Physical and Mental Healthcare:** Strengthen partnerships with local healthcare providers to offer on-site physical and mental health services, including the Health Hubs
- **Resources for Families:** Expand the services and use of Family Resource Centers to meet basic needs and address barriers to attendance
- **Connected Community:** Continue to expand participation in community engagement structures such as listening sessions, councils (faith-based, alumni, multilingual, School Advisory), Parent-Teacher Associations, and Board community events
- **Expectations and Outreach:** Increase attendance expectations and outreach to remove barriers to attendance



Goal 2: Push to Higher Levels of Proficiency

By 2027, achieve:

30%	K-2 Reading & Math Proficiency	58%	iReady Reading Growth
19%	M-STEP ELA Proficiency	61%	iReady Math Growth
25%	M-STEP Math Proficiency	15%	5 & 8 Science & Social Studies Proficiency
35%	P/SAT EBRW Proficiency	71%	WIDA Growth
27%	P/SAT Math Proficiency		

Tactics

- **Leadership Development:** Cultivate a performance driven culture and continue to equip Principals and APs with the knowledge, skills and mindsets needed to drive instructional improvement everyday
- **Primary Instruction:** Improve K-3 teacher training and capacity to teach reading and math foundational skills
- **Anti-Racist Pedagogy:** Deploy instructional materials and methods that affirm and reflect the diversity, identities, and experiences of students in every grade and subject
- **Diverse Learner Support:** Improve instructional guidance and training for meeting the needs of multilingual and exceptional students
- **Learning Progressions for Required Staff Competencies:** Develop a competency framework for teachers and staff that clarifies required knowledge and skills, and offers flexible options to learn and demonstrate mastery of these skills, such as the science of reading, culturally responsive and affirming pedagogy, inclusive classroom management practices



Goal 3: Graduate Future-Ready Students

By 2027, achieve:

- 34%** Loved, Challenged, Prepared
- 81%** HS Graduation Rate
- 70%** Participation in CCR
- 60%** Success in CCR

Tactics

- **Social Emotional Learning:** Adopt and implement curriculum to address trauma and build social emotional skills across grades
- **New Diploma Paths and High School Day:** Plan and implement innovative diploma options and schedules to allow students to participate in more college-level and work-ready courses aligned to their goals
- **Success Rates on College and Career Ready Courses:** Improve course sequences, curriculum, professional learning, and data use in AP, Dual Enrollment, career courses and work-based learning
- **Tailored Data and Information:** Launch the student and family portal system as an evolution of the Student Hub



Goal 4: Assure Sustainability and Continued Progress

By 2027, achieve:

- ✓ Continued Balanced Budget
- ✓ Staff Vacancies
- ✓ +12 Staff Engagement Index
- ✓ Favorable Customer Feedback
- ✓ FMP on track

Tactics

- **Equitable Funding:** Mount an aggressive campaign to secure equitable funding for students with increased grant flexibility and weighted funding formulas
- **Balanced Budget:** Maintain a balanced budget through strategic investment and abandonment
- **Fully Staffed and Engaged Teams:** Build talent pipelines, manager development programs, and culture initiatives including equity and inclusion work, that attract and retain diverse talent
- **Professional Culture:** Invest in standards, training, and feedback loops to build more positive, professional relationships at schools and in central office
- **Clear Succession Management:** Ensure viable succession plans are in place for the School Board, Superintendent, Cabinet and Executive Staff, Principal Leaders, and School Leaders
- **21st Century Facilities:** Deliver on the Facilities Master plan, operational commitments and technology standards

Three Year Improvement Targets

	2022-23	2023-24	2024-25	2025-26	2026-27
Chronic Absenteeism	66.1%	60.3%	54.5%	48.7%	42.9%
Average Daily Attendance	81.8%	83.9%	85.9%	88.0%	90.0%
K-2 Reading Proficiency	19.4%	22.1%	24.7%	27.4%	30.0%
K-2 Math Proficiency	17.7%	20.8%	23.9%	26.9%	30.0%
M-STEP ELA Proficiency	13.0%	14.6%	16.1%	17.7%	19.2%
M-STEP Math Proficiency	9.1%	13.1%	17.1%	21.1%	25.1%
P/SAT 8 EBRW Proficiency	24.0%	26.8%	29.5%	32.3%	35.0%
P/SAT 8 Math Proficiency	8.6%	13.2%	17.8%	22.3%	26.9%
iReady Reading Growth	53.2%	54.3%	55.4%	56.5%	57.6%
iReady Math Growth	54.1%	55.7%	57.4%	59.0%	60.6%
Science Proficiency 5 & 8	8.2%	9.8%	11.5%	13.1%	14.7%
Social Studies Proficiency 5 & 8	4.2%	6.9%	9.6%	12.3%	15.0%
HS Graduation Rate*	71.1%*	73.6%	76.1%	78.6%	81.1%
Participation in CCR Courses	49.6%	54.7%	59.8%	64.9%	70.0%
Success in CCR Courses	48.0%	51.0%	54.0%	57.0%	60.0%
SAT EBRW College Readiness	32.9%	35.5%	38.0%	40.6%	43.1%
SAT Math College Readiness	11.7%	14.7%	17.6%	20.6%	23.5%
Science Proficiency 11	14.1%	18.0%	21.9%	25.8%	29.7%
Social Studies Proficiency 11	15.4%	18.8%	22.1%	25.5%	28.8%
WIDA Growth	66.3%	67.5%	68.7%	69.8%	71.0%
Loved, Challenged, Prepared	27.6%	29.1%	30.6%	32.1%	33.6%
Staff Engagement	-1	+2	+6	+9	+12
Family Engagement	62.1%	63.0%	64.0%	64.9%	65.8%

*One year reporting lag; 71% graduation rate is for the 4-year 2022 cohort