Students Rise. We All Rise.
**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.

Transformative Culture  
Outstanding Achievement  
Whole Child Commitment  
Exceptional Talent  
Responsible Stewardship
We are on a journey.

Reform doesn’t happen once. Reform is a process.
Analyze core systems and begin to improve them while we rebuild trust.

Meaningfully improve core functions while we invest in signature initiatives that establish an attractive value proposition for families and staff.

Realize initial returns with improvements to school culture and achievement at proof point schools.

Ensure consistent implementation of successful reforms and strong program offerings across schools.

Evolve approach and offerings to ensure sustainable improvement over time.

By the end of the year, we will be successful if we see...

- Increased enrollment, fewer vacancies, improved attendance
- Initial gains in early literacy and in mathematics, concentrated growth in proof point schools
- Proficiency and growth improvements districtwide
- Achievement gaps half the size of 2017-18 levels
Transformation begins with culture.

We heard this loud and clear from our students, families and staff, so we:

• Engaged internal and external community to develop a new code of conduct

• Funded positions – a Dean of Culture, a school-based Attendance Agent, school culture facilitators, and counselors – to support improvement in our schools

• Launched new structures to partner with our families: Parent Academy, expanded PTAs and School Advisory Committees
Better Attendance

More Students Have Excellent Attendance

3,275
3,800

Fewer Students Are Chronically Absent

March 2018
33%
Chronically Absent
March 2019
26%
Chronically Absent
Fewer Suspensions

April 2018

17,048

27% fewer suspensions

16,538

63% fewer suspensions with time away from school

Today

12,373

6,097
Parents as Partners

- 6,807 Parent Academy Participants
- 3,401 Parent-Teacher Home Visits
- 84 Parent Teacher Associations
- 91 School Advisory Councils
Transformative Culture

This year, to build strong school and district cultures where our students, their families, community members, and our staff feel safe, respected, and connected, we will:

- Implement School Advisory Councils
- Expand community partnerships and collaboration, with a focus on improving literacy, like Let’s Read
- Launch and monitor a live customer service survey

Looking ahead: Diversity, equity, inclusion and restorative practice training, code of conduct revisions, alternative settings, faith and alumni engagement, anti-bullying
Outstanding achievement is attainable in our schools.

When we audited our curriculum and classroom practices, it was clear our students faced an opportunity gap, not a talent gap, so we:

• Adopted new curriculum for math and reading in K-8

• Implemented better assessments to help teachers, students and families better understand needs and progress

• Funded a new academic interventionist role to help students catch up
32,738 students

93% of all eligible students in Detroit Public Schools Community District shared feedback about their experiences at school and in classrooms.

Students in grades 3-12 & Adult Education were included.

Students took surveys online.

Students took surveys between Jan 7 – Feb 8, 2019.

Increase from 85% to 93% response rate.
K-8 students on pace at midyear to demonstrate a year of growth.

8,846 – 27%

K-8 students grew a full year in reading by midyear.

6,109 – 18%

K-8 students grew a full year in reading by midyear.

3,762 – 11%

K-8 students grew two full years in reading by midyear – or more
K-8 students on pace at midyear to demonstrate a year of growth

7,159 – 19%
K-8 students grew a full year in math by midyear

6,603 – 18%
K-8 students grew a full year in math by midyear

2,140 – 6%
K-8 students grew two full years in math by midyear – or more

Growing Mathematicians
Improvement in Our Partnership Schools

Thirteen of fourteen state Partnership schools have improved since the 2016-17 school year. The District was rated “on track” at its 18 month state performance review.
Outstanding Achievement

This year, to dramatically improve the academic experience of all students to ensure they are college and career ready, we will:

- Expand adoption of aligned curriculum materials to high schools
- Expand and improve dual-enrollment, accelerated programs, and Career Academies at each high school
- Develop an intensive intervention strategy for our most struggling readers, starting in early grades, including Pre K

Looking ahead: School grades and aligned accountability/performance systems, continue to improve Exceptional Student Education Services
Our children are whole children.

Academics matter and students need school to support their development as well-rounded individuals with a wide range of talents and interests, so we:

• Funded art or music in every K-8

• Revised master schedules for more recess and physical education time

• Expanded robotics and chess program districtwide
A Resurgence of the Arts

29,500+

K-8 students with art, music or performing arts at their school
More Time for Physical Activity

150

Minutes of physical activity for K-5 students each week
Real-World Connections

1,300+

Cultural Passport Field Trips This School Year
Whole Child Commitment

This year, to develop the whole child by expanding access to the arts, physical education, leadership and service learning, health services, and social-emotional supports, we will:

Looking ahead: Secondary electives aligned to student interests, expansion of mental health services, including trauma informed care
None of this works without the right talent.

Unfortunately, we were faced with a legacy of systematic disinvestment in educators, so we:

• Added new positions to support key reforms, including Master Teachers

• Improved compensation and negotiated to recognize experience outside of the District

• Offered new, high-quality professional development and better classroom materials
More Positions

1,000+

School-Based Positions Added Since May 2017
Improved Compensation

$5,236

Average Base Teacher Salary Increase Since Spring 2017
Fewer Vacancies

- **2016**
  - Schools Fully Staffed: 22
  - Core Vacancies: 275

- **Today**
  - Schools Fully Staffed: 44
  - Core Vacancies: 120
A Strong Pipeline of Leaders

- 73 Aspiring School-Based Administrators in a Wayne State Certification Program
- 31 Teachers with Administrator Credentials in a District AP Pathway Program
- 24 Current APs in Principal Pathway Program led by New Leaders for New Schools
- 7 Current Veteran Principals in Leadership Development Program with EMU to Become Mentor Principals
Exceptional Talent

This year, to build an excellent team of dedicated staff to serve our students, we will:

- Expand leadership development programs and innovative preparation models, including Marygrove
- Improve compensation for top-educators through performance-based-pay
- Negotiate third year in DFT Contract
- Streamline hiring and onboarding processes
- Redesign teacher and administrator evaluation system

Looking ahead: Incentives for hard to staff schools, funding to close the pay gap with neighboring districts
We must be responsible stewards of our District for this generation and the next.

We must stand on solid operational footing to succeed, and we have been aggressive to strengthen our operational basics. We have:

- Completed a zero-based budgeting process and aligned the budget to the Strategic Plan
- Established a strong fund balance
- Thoroughly assessed the state of our buildings and technology infrastructure
- Made progress toward recapturing enrollment
- Established meaningful and aligned business partnerships to fill critical gaps
Aggressive Action

Hydration station installation is 72% complete and on schedule.

194
Stations Installed in Phase 1

124
Stations Installed in Phase 2

70
Stations Installed in Phase 3

152
Stations Remaining
A Healthy Fund Balance

FY 2008: ($139,724,752)
FY 2009: ($218,969,419)
FY 2010: ($327,299,265)
FY 2011: ($76,303,384)
FY 2012: ($93,881,924)
FY 2013: ($169,460,307)
FY 2014: ($207,577,903)
FY 2015: ($251,587,254)
FY 2016: ($78,963,120)
FY 2017: $78,963,120
FY 2018: $141,035,229
Enrollment

44,888

2016-17

49,779

2018-19

+4,891

Over 3 Years
Connected Classrooms

6.2
Students For Every Device

3,000+
New Laptops Deployed for Teachers

3.6
Students For Every Device

16,000+
New Student Laptops Deployed this Year Alone
Smart New School Options

- Attract new parents with Montessori at Edmonson Elementary
- Draw more neighborhood high school students with a new Academy of the Americas campus
- Relieve overcrowding at Mackenzie with a new neighborhood school at Barton Elementary
- Recapture neighborhood students at Hamilton Elementary
- Innovate with partners on a new examination school at Marygrove
Responsible Stewardship

This year, to manage and deploy our resources responsibly, transparently, and equitably to support our students’ success, we will:

- Establish capital fund account and implement major maintenance projects, like roof replacement
- Expand 1:1 technology
- Establish internal auditing process
- Balance budget with a 10% reserve and strong fund balance

Engage community on facility needs and opportunities

Looking ahead: Expanded vendor interest, Wayne County millage renewal, abatement process improvement, equitable funding
Students Rise. We All Rise.
Be part of it.
detroitk12.org