



UNIVERSITY PREP SCHOOLS

STRATEGIC PLAN 2025-2030



LETTER OF INTRODUCTION

Dear University Prep Community:

On behalf of the Board of Directors, I am pleased to share University Prep’s 2025–2030 Strategic Plan. Our founding mission has been to prepare Detroit students for success in college and life, and that mission continues to guide our work today.

We recognize that University Prep has provided students with stable, supportive schools where relationships matter and where many graduates have gone on to pursue their goals. At the same time, we know there are opportunities to strengthen our academic outcomes and better align results with the expectations we have for our schools.

This strategic plan reflects a clear commitment to continuous improvement. Over the next five years, we will prioritize delivering stronger instruction, supporting student well-being, and ensuring University Prep is a place where educators and staff can develop and excel. These priorities are essential for preparing all students for success after graduation.

The development of this plan included input from teachers, administrators, staff, students, families, board members, and community partners. We are grateful for their time and candor in sharing feedback about what is working and where we can do better. Their voices have helped shape the focus areas and goals contained in this plan.


We know that meaningful progress requires focus, discipline, and shared effort. Improvement will not happen overnight, but we are committed to making thoughtful, steady gains over time.

We also know that strong partnerships with families, staff, and the broader Detroit community will be essential. We invite all members of our community to join us in this work and help hold us accountable to the commitments outlined here.

Thank you for your continued support and trust as we work together to ensure University Prep fulfills its mission for every student..

Sincerely,

Mr. John Cleary,
Interim CEO



Our founding mission has been to prepare Detroit students for success in college and life, and that mission continues to guide our work today.



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GRADUATE PROFILE



Starting in elementary school, our community strives to shape graduates who:

- **DEMONSTRATE** mastery of core academic content
- **THINK** critically and solve complex problems
- **COMMUNICATE** effectively
- **WORK** collaboratively
- **ARE** lifelong learners
- **KNOW** how to be change agents

OUR DESTINATION



PROFILE OF A
GRADUATE

A UNIVERSITY PREP GRADUATE

- **DEMONSTRATES** mastery of core academic content
- **THINKS** critically and solves complex problems
- **COMMUNICATES** effectively
- **WORKS** collaboratively
- **IS** a lifelong learner
- **KNOWS** how to be a change agent



VISION

Unleashing greatness, Unlocking potential, and Uplifting communities through excellence in education.

MISSION

University Prep Schools exist to develop scholars who are college-ready, future-ready, and community-minded through innovative learning and a culture of excellence.

CORE VALUES

U

UPLIFT / We care about people.

In everything we do, we care about the needs of others while also taking care of ourselves.

.....

P

PASSION / Learning is exciting.

We take joy in learning new things, and we approach challenges by thinking about the new things we will discover.

.....

R

REACH / We think big and DO.

Our goals push us to excel, and we work hard to accomplish those goals..

.....

E

EXCEL / We work well by ourselves and in teams.

We work hard on our own and contribute our personal best to the team, and our work together lets us all shine brighter.

.....

P

PURPOSE / Our actions have a purpose.

Before we do anything, we know why we are doing it and how we will go about it.



PRIORITY 1 / TEACHER QUALITY & RETENTION

Goal 1.1: Increase Differentiation and Role-Specific Professional Development.

INDICATORS

- Develop specialized PD tracks for new teachers, experienced teachers, interventionists, specialists, counselors, elective teachers, and paraprofessionals. Effective Implementation of the NJSLs.
- Offer differentiated PD sessions that align with teachers' instructional needs rather than broad, generalized training.
- Implement a more flexible PD catalog that allows teachers to select training sessions that best meet their professional growth goals
- Ensure that PD requirements are aligned with staff roles to avoid teachers attending sessions that are not applicable to their responsibilities.

Goal 1.2: Expand Mentorship, Collaboration, and Hands-On Learning.

INDICATORS

- Establish a formal mentorship program pairing new or struggling teachers with experienced educators for ongoing support.
- Create opportunities for teachers to observe exemplary instruction through model lessons, classroom visits, or video-based learning.
- Increase the use of job-embedded professional learning, such as instructional coaching, peer observations, and collaborative planning time.
- Offer network-wide collaborative learning opportunities where teachers in similar roles across different campuses can share strategies and best practices.

Goal 1.3: Strengthen Teacher Voice in Professional Development Planning.

INDICATORS

- Conduct regular surveys and focus groups to gather teacher input on PD needs, and ensure that feedback is acted upon.
- Include teachers in PD planning committees to help shape training content and delivery methods.
- Encourage network leaders and administrators to spend more time in classrooms to gain firsthand insights into teachers' professional development needs.
- Implement a transparent system for teachers to see how their feedback influences PD offerings.
- Leverage the educator advisory crew to provide direct input on workload concerns and professional needs.



PRIORITY 1 / TEACHER QUALITY & RETENTION

INDICATORS

Goal 1.4: Expand Pathways to Certification Programs.

- Educate Long Term Substitutes and Teacher Fellows of the UPrep Tuition Reimbursement Program to assist with tuition to obtain certification.
- Assist employees by providing information about MTTC programs to assist with test taking skills and explore the option with the Finance Department, the possibility of offering financial support for tutoring or related preparation programs.

INDICATORS

Goal 1.5: Improve Teacher Retention Through Workload Management and Support.

- Reduce non-instructional burdens by streamlining assessments, minimizing administrative tasks, and ensuring teachers have sufficient planning time.
- Expand access to high-quality substitute teachers to prevent excessive coverage demands on full-time staff.
- Strengthen mentorship and peer-support programs, ensuring that new teachers are paired with experienced educators for guidance and professional growth.
- Leverage the educator advisory crew to provide direct input on workload concerns and professional needs.



PRIORITY 2 / SCHOOL CULTURE

Goal 2.1: Standardize Discipline Policies and Strengthen Accountability.

INDICATORS

- Develop and implement a district-wide discipline framework that clearly defines expectations, consequences, and interventions across all schools.
- Provide training for teachers and administrators on balancing restorative justice with accountability to ensure students face appropriate consequences for repeat misbehavior.
- Increase behavioral support staff and counselors in schools to assist with student discipline, trauma-informed practices, and conflict resolution.
- Establish regular data reviews on discipline trends to ensure policies are being enforced equitably and effectively.

Goal 2.2: Improve Parent Communication and Family Engagement.

INDICATORS

- Re-establish Parents as Partners across all schools to provide structured opportunities for family engagement.
- Implement consistent communication practices, including scheduled updates from teachers on student progress, real-time alerts on school decisions, and summaries of board meetings.
- Develop a family engagement plan that includes parent workshops, advisory groups, and opportunities for parents to provide feedback on school policies and initiatives.
- Use multiple communication channels (emails, text alerts, social media, and in-person meetings) to ensure all families stay informed and engaged.

Goal 2.3: Establish regular culture reviews to progress monitor culture.

INDICATORS

- Analyze behavior data biweekly to identify trends in subjective referrals (e.g., defiance, disruption).
- Use discipline data to lead Restorative Reflection Circles with staff and students, focusing on specific behaviors, root causes, and strategies for redirection.



PRIORITY 3 / WELLNESS

Goal 3.1: Strengthen Mental Health and Social-Emotional Support for Students and Staff.

INDICATORS

- Increase the capacity of counselors and mental health professionals in schools to provide proactive support for students dealing with trauma, grief, and behavioral challenges.
 - Consistently implement the Crew program in response to the needs of the school.
 - Establish a formal referral process for students in need of mental health or behavioral interventions, ensuring early identification and support.
- Ensure that all staff have the most up-to-date information regarding health and wellness resources.
 - Partner with community agencies to offer therapy, crisis intervention, and wellness resources at school or virtually.



PRIORITY 4 / COLLEGE & CAREER READINESS

Goal 4.1: Improve Tier 1 Instruction through Curriculum Alignment and Instructional Consistency.

INDICATORS

- Strengthen professional learning for teachers on curriculum implementation, ensuring high-impact instruction across classrooms and grade levels.
- Increase training on differentiation strategies so teachers can effectively support struggling and advanced learners without disrupting pacing.
- Leverage Project-Based Learning to provide access to hands-on learning opportunities in all subject areas, including functional labs and real-world applications to improve science engagement.
- Evaluate accelerated and AP course offerings to ensure students are adequately prepared for advanced coursework and exams.

Goal 4.2: Strengthen Academic and Behavioral Interventions (MTSS) and Enrichment for All Students.

INDICATORS

- Finalize and implement a structured MTSS program.
- Improve professional development on differentiation so educators can balance remediation and enrichment more effectively.
- Ensure all schools have access to universal progress monitoring tools that allow teachers to track student growth more efficiently.
- Develop a district-wide gifted and talented program to ensure advanced students receive appropriate challenges and learning opportunities.
- Expand dual enrollment, career & technical education (CTE), and advanced coursework opportunities to increase postsecondary preparedness.

Goal 4.3: Expand College and Career Readiness Initiatives.

INDICATORS

- Enhance college advising and postsecondary planning by ensuring students receive early exposure to college.
- Increase career pathway exploration by hosting career fairs, industry partnerships, vocational training awareness initiatives, and hands-on career experiences.
- Leverage Project-Based Learning to strengthen financial literacy education to help students develop money management skills, including budgeting, credit, and student loan awareness.
- Develop stronger pathways for students interested in trade schools, apprenticeships, and direct workforce entry, ensuring that college is not the only well-supported option.



PRIORITY 5 / ORGANIZATIONAL EFFICIENCY

Goal 5.1: Enhance Compensation and Career Growth Opportunities.

INDICATORS

- Conduct a compensation review to ensure salaries are competitive with neighboring districts and adjust as needed.
- Offer retention bonuses or financial incentives for teachers who stay beyond critical milestone years (e.g., 3, 5, and 10 years).
- Provide stipends or reduced workloads for teachers who take on mentorship or leadership roles.
- Expand tuition assistance and professional development funding to encourage teachers to pursue advanced credentials and certifications.

Goal 5.2: Improve Communication and Transparency Across All Levels.

INDICATORS

- Establish clear communication protocols that ensure timely and consistent messaging from leadership to school staff.
- Implement regular briefings or town hall meetings for school leaders, teachers, and staff to provide updates on district-wide decisions and initiatives.
- Develop a feedback loop where teachers and administrators can ask questions and receive timely responses about policy changes and disciplinary actions.
- Increase the use of centralized communication platforms (e.g., an internal dashboard or intranet) to house key updates, resources, and important district-wide announcements.

Goal 5.3: Standardize Policy Enforcement and Strengthen Accountability.

INDICATORS

- Provide professional development for administrators and teachers on the rationale behind policy changes to increase buy-in and effective implementation.
- Update HR and data tracking systems to ensure efficient hiring, onboarding, and professional development tracking for better workforce management.
- Establish clear guidelines for rolling out new initiatives, including pilot testing, evaluation metrics, and long-term implementation strategies.



Goal 5.4: Increase Transparency in Resource Allocation.

INDICATORS

- Develop accessible reports that outline how funding is allocated and the guidelines associated with different revenue sources.
- Provide training for staff and administrators on financial resource management to help them understand funding restrictions and priorities.
- Align spending decisions to student-centered outcomes.
- Conduct an end-of-year review of budget decisions to outcomes.
- Implement a structured process for gathering staff input on resource needs, ensuring that funds are directed toward the most impactful areas.

Goal 5.5: Streamline and Expand Data Dashboards for All Stakeholders.

INDICATORS

- The network will redesign its existing data systems to include role-specific dashboards that provide relevant, timely, and actionable data to staff, families, and leadership.
- Teachers will gain real-time access to student performance data, behavioral trends, and intervention histories to support instructional planning.
- Principals will receive reports that help them monitor staff attendance, evaluation timelines, and student growth metrics.
- The Parent Advisory Crew will receive relevant dashboard data updates to improve family engagement and transparency.



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