

# -2023-2026 -STRATEGIC PLAN



**Our Mission** 

**Our Vision** 

The Urban Enrichment Institute is built to serve economically distressed neighborhoods to overcome the urban problems of gang violence, drug abuse, high teen pregnancy rates, school dropout, and crime. The focus is to help atrisk boys and young men during the critical age of adolescence. The inclusive programs help to redirect their energies into positive goals for the future rather than falling into destructive paths.

UEI is designed to empower boys and young men to become responsible men and productive members of their families and community.





#### The Urban Enrichment Institute (UEI) will be a beacon of support and success for our students.

As a collective of UEI Board Members, Staff, Donors, Students, Parents, and Collective Community Members, we will ensure that the students in the program receive the quality extracurricular and academic support they deserve and that they will graduate with the skills and knowledge they need to succeed in college, career, military, and most importantly, life.

The 2023 – 2026 strategic plan reflects the mission and vision which was developed in collaboration with the Board and partnership of stakeholders. The strategic plan also serves as the program's continuous plan of improvement.

A strategic plan is used as a road map that helps determine how to reach our desired destination. Similar to a map, our strategic plan doesn't begin or end there. It provides other important information to ensure the journey is well-planned and successful. The journey defines the construction just as the destination defines the goal.

Through the strategic planning process, we have come to better understand our strengths, weaknesses, opportunities, and threats for improvement which has clarified where we are and where we want to go from here. Similar to a map, our strategic plan will help us monitor progress along the way. SMART goals with key milestones will measure our advancement and keep us focused on the destination ahead.

As UEI approaches its 40th year anniversary, we have a strategic plan to address the areas identified below:

- Ensure UEI's mission, vision, objectives, strategies, and programming are appropriate in light of stakeholder needs.
- Ensure UEI's strategies and programming are developing core skills and competencies among participants that align with UEI's mission, vision, and objectives.
- Ensure UEI identifies and accounts for external factors that affect the organization, programming, and its stakeholders.
- Ensure UEI has an ongoing evaluation plan in place to provide both formative and summative data on UEI's programming; and
- Ensure UEI has the framework necessary to adapt its programming in response to internal and external needs changes.

This strategic plan will be our guide for the next three (3) years. We look forward to this journey and invite you to take an active role in helping us meet and succeed in our destination.

Sincerely,

Tolu Opeloye Chair, Board of Directors



Keith E. Cornelius
Executive Director





## **UEI History**

Community leaders Joe Briggs, Ernest McMillian, a.k.a. "Mr. Mac", and Rudy Wagner -now deceased - founded Houston's Urban Enrichment Institute - UEI (formerly the Fifth Ward Enrichment Program Incorporated -FWEP) in 1984. It was established in response to the community's skyrocketing rates of teenage pregnancy, crime, students failing to complete high school, drug use, and a lack of responsible African-American fathers.

Initially located in E.O. Smith Middle School, UEI expanded in 1988 and now offers programming in seven Fifth Ward Community schools. With its central office located at the Fifth Ward Multi-Service Center, the program regularly serves approximately 170-200 African American and Latino boys and young men between the ages of 12-19. "In the beginning, it wasn't about creating a comprehensive youth development or empowerment agency, we just wanted to create a place where young boys could come to get positive, routine interaction with men,' explained Mr. Mac. Today, UEI provides Fifth Ward residents with support services including family and child support; agency referrals; educational workshops; teacher and school staff support; academic tutorial services; peer leadership development; recreational activities; and community service projects while promoting self-discipline, personal accountability, and selfesteem.

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#### **Board Members:**

Tolu Opeloye, Board Chair John M. DeBerry, Vice Chair Cheri Green, Secretary Megan Cain, Treasurer Jessica Seff. Assistant Treasurer Erich Almonte. Board Member James Dwyer, Board Member Jason Payne, Board Member Aaron Jones. Board Member Cambrea Merriwether. Board Member Steve Lowe. Board Member Rance Rutherford, Board Member Rasheeda Liberty, Board Member Kerry Wesley, Board Member Forrester Goodrich. Board Member Lin Dennis. Board Member Victoria Hart. Board Member Aaron Swanson. Board Member Dr. Kenneth Davis. Board Member Kodi Bailey, Board Member

#### Student Demographics

















141 2022 - 2023

**100** 2021 - 2022

**122** 2020 - 2021

**171** 2019 - 2020

**205** 2018 - 2019

**200** 2017 - 2018

**200** 2016 - 2017

84%

African-American
Students



### **SCHOOLS SERVED**



Wheatley High School



Kashmere High School



Mickey Leland College Prep HS



Key Middle School



Fleming Middle School



McReynolds Middle School



Yes! Prep

### STRATEGIC PLANNING **PROCESS**



Strategic Plan Urban Enrichment Institute Board (UEI) Retreat





Approval of UEI Strategic Plan with **Elevation Consulting, Inc. (ECI)** 





**UEI Staff Interviews** 





**UEI Board Member Interviews** 





**UEI Campus Partnerships Interviews** 





**UEI Donor Partnership Interviews** 





**UEI Board Presentation** with Preliminary Results





**ECI Presentation to Board** of UEI





Strategic Plan Delivery to UEI **Board** 











**Objective: 1.1** Demonstrate continuous growth toward mastery in all academic areas



**SMART Goal I.I.I:** Increase the percentage of students meeting proficiency standards on local, state, and national examinations

**Champion:** Executive Director & UEI Staff

**Key Metrics:** State of Texas Assessment of Academic Readiness

**Baseline:** Percent of students proficient or advanced on state assessments during the 2022-2023 school years within the UEI Program

Target: Increase of 2% program growth over a three-year period

**Strategy A:** Develop and implement results-driven improvement plans annually, with clear targets and implementation strategies that are aligned with the UEI Strategic Plan.

**Strategy B:** Monitor UEI Program implementation of evidence-based instructional strategies for all students as evidenced by site visits, classroom walk-through data, and site coordinator evaluations.

**Strategy C:** Create, implement, and analyze common formative assessments to increase student proficiency of standards, aligned & supported by HISD schools, school profile/student data of deficient.



**Objective: 1.2:** Implement UEI's curriculum and activities that increase student access to information, aligned to potential careers, college, or military options



**SMART Goal 1.2.1:** Evaluate, adopt, and implement the appropriate curriculum in all enrichment courses at all levels

**Champion:** Operations Manager, Program Manager, & Site Coordinators

**Key Metrics:** Curriculum Development and Implementation Process Surveys/Rubrics

Baseline: 2022-2023 End Of Year Rubric/Survey Data by content area

**Target:** Improved results on Rubric/Survey annually (minimum 2% each year)

**Strategy A:** Assess and revise current curriculum & program processes to include data collection, development, and implementation to ensure viable programs aligned to UEI performance indicators.

**Strategy B:** Develop and implement instructional frameworks to ensure program-wide alignment and access to grade level and course-specific standards for all students 6-12.

**Strategy C:** Develop a plan to evaluate and restructure UEI courses to determine effectiveness across all courses that support student engagement & future goals (graduation, promotion, college & career/military interests).



**Objective: 1.3:** Maintain a positive program environment conducive to teaching and learning



**SMART Goal 1.3.1** Establish and maintain high academic and behavioral expectations for each student

Champion: Operations Manager, Program Manager & Staff

**Key Metrics:** Student discipline data, implementation rubrics/surveys, and alternative survey data (Specific to UEI)

**Baseline:** Student Discipline Data, Implementation Rubrics, and Alternative Surveys specific to UEI for the 2022-2023 school year

**Target:** Improved results on rubric/surveys by 2% for the next three (3) years

**Strategy A:** Review existing behavior support programming to evaluate the level of implementation across facilities and sites.

**Strategy B:** Monitor the implementation of consistent behavior programming across facilities and sites.

**Strategy C:** Provide ongoing professional learning and support for leaders and staff regarding consistent implementation of the code of conduct expectations.

**Strategy D:** Explore and expand opportunities for students needing additional behavioral support, including, as well as - if needed - dismissal from the program.



**Objective: 1.4** Provide programming that ensures equitable access to opportunities for all students

**SMART Goal 1.4.1** Examine processes that remove barriers and provide access in order to maximize educational impact

**Champion:** Operations Manager & Staff

**Key Metrics:** Student feedback surveys, student achievement data, preparticipation vs. post participation data, staff surveys feedback, site data management for data point collection

**Baseline:** End-of-year program data from 2021-2022 will be used to compare future growth and the 2022-2023 school year will be used as a baseline for engagement and academic programs

**Target:** Increase the total number of students (2%) and sites served (+1%) by mentoring programs, increase formalized district agreements by one percent (1%) per year, increase community partnerships to enhance student programming and maintain or increase FY '23 student participation rates.

- **Strategy A:** Enhance and expand academic support and enrichment programming for students that improves student retention and achievement and belonging.
- **Strategy B:** Evaluate community partnerships with a focus on enhancing ongoing sustainability efforts.
- **Strategy C:** Develop initiatives that promote and increase family engagement while also addressing barriers for students.
- **Strategy D:** Examine current and future programs to identify and minimize barriers to access.



**Objective: 1.5** Provide high-quality professional learning for contractors/site coordinators and staff aligned to evidence-based best practices



**SMART Goal 1.5.1:** Develop and monitor professional learning focused on collaboration effective teaching, and content knowledge of enrichment courses, student development, & social emotional learning opportunities

**Champion:** Operations Manager & Staff

**Key Metrics:** Needs Assessment Survey and UEI Professional Learning Feedback Surveys

**Baseline:** Needs Assessment and UEI Professional Earning Survey data for 2022-2023 as a baseline for support and guidance

**Target:** Maintain satisfactory rates at 85% favorable or higher annually

**Strategy A:** Identify professional learning needs based on programming and student data.

**Strategy B:** Develop and modify current professional learning systems and support to enhance efficiencies and alignment.

**Strategy C:** Monitor the application and impact of professional learning on program instruction.

**Strategy D:** Establish and align collaborative teams on and off campuses to support UEI programming.



**Objective 1.6:** Provide real-world educational opportunities for all students for college, career, & military options



**SMART Goal 1.6.1** Create and/or maintain well--rounded educational experiences for students and educators by partnering with businesses, industry, postsecondary institutions, and other entities

**Champion:** Executive Director, Operations Manager, & Program Manager

**Key Metrics:** Number of Career and Technology concentrators, Industry Recognized Credentials Earned, Career & Technical Student Organizations, student participation rates, number of Career & Technical Certificates earned, and student achievement data

Baseline: 2022-2023 End of Year student data

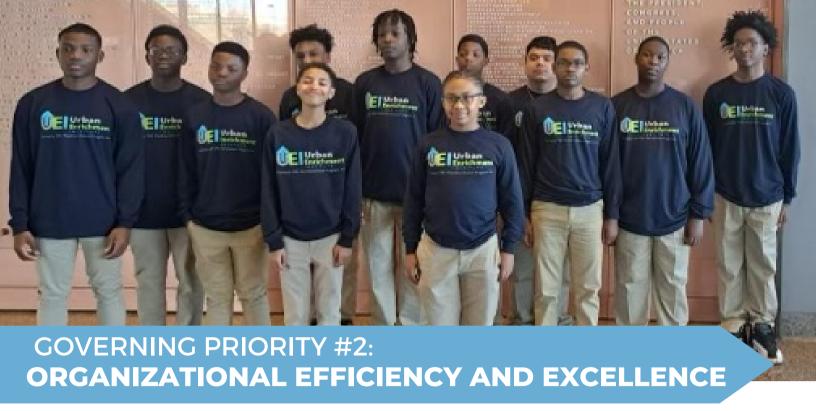
**Target:** Increase identified career technical education metrics by 2%-5% over a three-year period, UEI enrollment data meets or exceeds district achievement data annually & metrics on STAAR for UEI students in comparison to the school district's performance

**Strategy A:** Evaluate and align current UEI programming in order to provide recommendations for improved alignment and/or program expansion or reduction to meet student needs and interests.

**Strategy B:** Establish a work team to evaluate all career education programming in order to provide recommendations for improved alignment and/or restructuring.

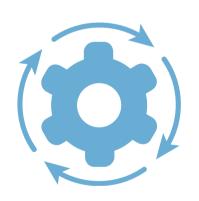
**Strategy C:** Implement a quality assurance endorsement process for programs to measure their effectiveness and ensure continuous improvement. Programs will be placed on an annual evaluation cycle.





We are committed to being responsible leaders and stewards of donor & partnership resources.

**Objective: 2.1** Develop a culture of effective governance



**SMART Goal 2.1.1:** Engage in ongoing self-evaluation and professional learning for the Board of Directors (BOD)

**Champion:** BOD Chair and Vice-Chair

**Key Metrics:** BOD self-evaluation, stakeholder feedback, and professional learning plan for members

Baseline: BOD self-evaluation from 2023-2024

**Target:** Perform as a high-functioning and effective Board of UEI

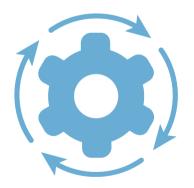
**Strategy A:** The BOD will develop and complete an annual self-evaluation to identify strengths and opportunities for improvement to ensure effective leadership and program governance.

**Strategy B:** The BOD will create and implement a professional learning plan to develop and improve team governance practices.



We are committed to being responsible leaders and stewards of donor & partnership resources.

**Objective: 2.2** Evaluate and align administrative positions for organizational efficiency and effectiveness



**SMART Goal 2.2.1:** Review, evaluate, and make recommendations annually for effective utilization of UEI staffing and alignment of programs

**Champion:** BOD, Executive Director, & Operations Manager

**Key Metrics:** UEI Program Evaluation Surveys/Metrics

**Baseline:** 2022-2023 Organizational Structure and Staffing Flow

Chart

**Target**: Provide necessary administrative support in alignment with BOD expectations

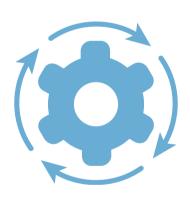
**Strategy A:** Review organizational flow charts and structures for administrative services annually and revise as needed. Any revisions will be shared with the BOD. If additional staffing is deemed necessary, such requests will be included as part of the annual budget review and approval process.



AND EXCELLENCE

We are committed to being responsible leaders and stewards of donor & partnership resources.

**Objective: 2.3** Ensure long-term fiscal stability



**SMART Goal 2.3.1:** Create a long-range fiscal plan to address employee compensation and retention while maintaining a minimum operating fund balance of 10%

**Champion:** BOD and Executive Director

**Key Metrics:** UEI staffing and programming of annual expenditures for 2022-2023

**Baseline:** 2022-2023 Budget (Revenues & Expenditures), 2022-2023 Salary Costs, and 2022-2023 staff retention

**Target:** Provide a total compensation package that reviews all of UEI's expenses and costs to discuss strategic fiscal planning & stability

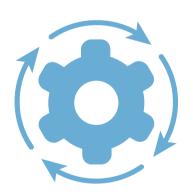
**Strategy A:** Develop a three-year compensation and retention plan to include compensation targets related to both wages and benefits. It will also include recruitment and retention strategies for all employees.

**Strategy B:** Update the three (3) year compensation and retention plan at least every year and share it with the BOD in the spring of each year during the budget approval process.



We are committed to being responsible leaders and stewards of donor & partnership resources.

**Objective: 2.4** Analyze and improve the human resources functions of the UEI



**SMART Goal 2.4.1:** Provide and implement recommendations for improvement to the human resource structure and processes of UEI

**Champion:** Operations Manager

**Key Metrics:** Organizational chart and standard operating procedures

**Baseline:** Internal HR audit presented to the Board annually

**Target:** Finalize a review of all HR processes annually

**Strategy A:** Conduct a comprehensive review of organizational functions, processes, and structure during the 2022-2023 school year. Changes to the organizational structure will be presented to the Board Chair no later than July I of each year.

**Strategy B:** Develop a perpetual calendar to establish a regular review of HR processes. This calendar will be presented to the Executive Director by June 1st and implemented during the following fiscal year.

# COLLABORATIVE CULTURE





We are committed to engaging in proactive communication and collaboration with all stakeholders.

**Objective: 3.1** Provide timely, clear communications, and meaningful public engagement opportunities for all stakeholders

**SMART Goal 3.1.1:** Create and implement an annual strategic communications and engagement plan targeting students, staff, families, and the larger community

**Champion:** BOD and Executive Director

**Key Metrics:** E-Newsletters, stakeholder engagement (participants, thoughts, ratings), customer service data (response time, dialogues, customer satisfaction scores), social media engagement, social media fans/followers, UEI web page traffic, video views, special events (Golf Tournament, Back to School Kickoff, Galas, employee recognition, marketing collaterals, and UEI program supports

Baseline: End of Year data from the 2022-2023 school year

**Target:** Increase of 2% growth/improvement annually for all quantitative metrics

**Strategy A:** Employ multiple methods for timely and effective two-way communication by engaging with all stakeholder groups and utilizing a variety of tools.

**Strategy B:** Collaborate with information technology and academic departments to evaluate and enhance communication with families to effectively support student success.

**Strategy C:** Create and implement plans to increase public awareness and understanding of UEI priorities and prepare stakeholders to advocate for the program.

**Strategy D:** Position UEI as "The Enrichment Program of Choice" through effective marketing, public relations, and brand recognition.



We are committed to engaging in proactive communication and collaboration with all stakeholders.

**Objective: 3.2** Provide timely, clear communications, and meaningful public engagement opportunities for all stakeholders

**SMART Goal 3.2.1:** Recruit, retain, and celebrate collaborative donors, partnerships, and volunteers to enhance a community-wide network of support for the UEI's students, and families

**Champion:** UEI Media Manager

**Key Metrics:** Staff and volunteer training content formalized expectations/goals, donor and stakeholder E-Newsletters, community partnerships, and partnership stakeholders, assessment surveys, number of engaged stakeholders, number of engaged community partners, number of volunteer hours, the value of community partner investment, and implementation of the donor, community partner, and volunteer recognition events

Baseline: Data from the 2022-2023 school year will be used as the baseline for measuring future growth

**Target:** In 2023-2024, 2% growth will be demonstrated for all quantitative metrics, In Year 2 (2024-2025), 3%-5% growth will be demonstrated, and qualitative metrics and examples of materials/collaterals will be provided to demonstrate strategy and outcomes; Year 3 (2025-2026), 5% growth will be demonstrated and qualitative metrics (as previous year expectations)

**Strategy A:** Enhance training for UEI staff and stakeholders regarding the appropriate stakeholder support process, guidelines, and expectations.

**Strategy B:** Assess current stakeholder and community partnership engagement and implement a UEI Collaboration Survey to monitor impact.

**Strategy C:** Increase recruitment and engagement by attending community events and by recognizing community partners and volunteers quarterly.





We are committed to maintaining and supporting a safe and secure space for our students and our staff, that optimizes learning and development

**Objective: 4.1** Maintain safe and quality spaces for all students and staff

**SMART Goal 4.1.1:** Develop plans to address short-term and long-term facility needs

**Champion:** Executive Director & Operations Manager

**Key Metrics:** Facility Safety Audits

**Baseline:** Facility walkthroughs & maintenance records

**Target:** Establish a current 5-year facility plan during 2023-2024 for future expansion. This may include additional sites outside of the 5th Ward

Community

**Strategy A:** Develop and maintain a 5-year facility plan. The plan will include both short-term and long-term facility and program needs. It will guide budget decisions related to planned maintenance and improvements and inform decisions related to future issues. The UEI facility plan will be updated at least every even number of calendar years.



COVERNING I RICKITT #4. QUALITT ELARIMING ENVIRONMENTS

We are committed to maintaining and supporting a safe and secure space for our students and our staff, that optimizes learning and development

**Objective: 4.2** Maintain safe and quality spaces for all students and staff

**SMART Goal 4.2.1:** Maintain physically safe and quality spaces for each student and staff member

**Champion:** Operations Manager

**Key Metrics:** Facility Safety Audits

Baseline: Summer 2023 Facility Safety Audit Report

**Target:** Conduct annual safety assessments of UEI facilities and implement

findings



**Strategy A:** Complete a comprehensive safety audit of UEI facilities annually. The results of the audit will be presented to the BOUEI Team no later than August of each year and will be used to inform practices for safety and security.







