

Memorandum

To: Dr. Nettie Collins-Hart, Superintendent
From: Dr. Natasha Baker, Deputy Superintendent
Subject: Hazelwood *NOW* Strategic Plan 2017-2022 Annual Report and the Strategic Plan Stakeholder Survey Analysis
Date: August 6, 2019

During the August 6th board meeting, an annual report on the strategic plan will be presented. The PowerPoint presentation and the supplemental narrative document includes districtwide goals with updates on the measurable progress indicators. Districtwide achievements are also included with survey data and key findings.

The report is a reflection of districtwide accomplishments, and the priorities serve as areas of focus to move the district toward goal attainment by 2022. The strategies are action steps taken to support implementation with fidelity, progress, and ongoing monitoring. Below is an overview of the process and a statement about how the material is organized.

OVERVIEW OF MATERIAL CONTENT

The Hazelwood School District's Board of Education developed annual goals to drive the focus of the district and to prioritize the work of the Superintendent. District goals and priorities are embedded in the Hazelwood *NOW* Strategic Plan and serve as the basis for determining the district's achievements.

The Hazelwood *NOW* Strategic Plan is a collaborative effort that includes the development and revision of efforts, implementing with fidelity, progress monitoring, and collective accountability. Initial goals were developed during the 2017-2018 school year and made applicable for school years 2017 to 2022. The step-by-step process is below.

- The Hazelwood Board of Education developed a plan for the strategic planning process.
- During planning retreats, the Hazelwood Board of Education determined the mission, vision, value statements, and characteristics of the ideal Hazelwood graduate.
- The Hazelwood Board of Education agreed on a timeline and priorities.
- The Superintendent's leadership team collaborated with students, staff, and community members to capture committee research and to develop the work of 10 committees.

OVERVIEW OF MATERIAL CONTENT

(Continued)

- The Hazelwood School District hosted strategic planning focus group meetings to assess the district's strengths, weaknesses, opportunities, and threats.
- The Superintendent's administrative leadership team wrote and edited the Hazelwood *NOW* Strategic Plan for the 2017-2022 school years.
- The Hazelwood Board of Education approved the Hazelwood *NOW* Strategic Plan.
- The Hazelwood staff began implementing the plan and measuring progress with success indicators, presented a quarterly update, conducted a districtwide survey, and wrote an annual report.
- Survey findings will be shared at the Board meeting. Data from the Strategic Plan Stakeholder Feedback Survey Analysis will be discussed in the context of what is relative to respondents' overall satisfaction, opinions, and suggestions. The Superintendent's leadership team will then use these data to inform short-term action steps and long-range action plans.

ORGANIZATION OF MATERIALS

(i.e. The Annual Report and PowerPoint Presentations in a PDF format)

With thousands of data points across the strategic plan and survey analysis, it is important to understand how materials are organized. Below is an outline of how data are organized across two main documents.

Document #1: The Annual Report

- Definition:*** This is a narrative document that provides detailed updates pertaining to the Hazelwood School District's annual progress.
- Organization:*** Information is organized by goal. Under each goal, readers will find the focus area, strategic priority, cross-departmental contributions pertaining to goal attainment, updates on success measure indicators, key findings and/or notes following each chart and graph, color-coded status updates on strategies identified to support goal attainment, and the top three important activities by goal and progress made that were identified by survey respondents.
- Appendices:*** There are two supplemental documents that are deliverables from Hanover Research (i.e. Appendix A is an infographic with summarized survey findings, and Appendix B is a PowerPoint Presentation with more extensive survey data and narrative).

Document #1: The Annual Report (Continued)

[Hanover Research](#) was hired as a third-party partner for survey design, data collection, analysis, and reporting. Hanover Research is an independent education research firm based in Washington, D.C. and is in no way affiliated with any other entity or organization. In their larger body of work, Hanover deploys over 1,000,000 surveys annually for over 1,000 organizations nationally and internationally.

With Hanover's support, the strategic plan survey in Hazelwood gleaned 3,076 respondents: staff, students, parents, community members, and board members. Respondents' feedback is essential to the district and remains strictly confidential, as all data is stored securely on Hanover's private servers. No information that could be used to identify specific individuals will be reported or released.

Quantitative data are used to determine goal attainment that can be measured with that type of evidence. Qualitative data are gleaned from the survey to demonstrate or gauge perceptions--which are key to understanding the perspectives of students, staff, board members, and residents representing our communities. In addition, gauging the effectiveness of the Hazelwood *NOW* Strategic Plan requires ongoing input from internal and external stakeholders. Therefore, both quantitative and qualitative baseline data are needed. Data collected from the survey are imperative for short- and long- range planning purposes, focused implementation, and targeted course corrections that will assist the district in meeting goals along a continuum of continuous improvement.

Document 2: Hazelwood *NOW* Strategic Plan Annual Report PowerPoint Presentation

- a. **Definition:** This document is a PowerPoint Presentation in a PDF format developed by the leadership team. It is an overview of the annual report previously discussed above.
- b. **Organization:** The PowerPoint Presentation is organized by goal and includes the following sections: cross-departmental contributions pertaining to goal attainment, milestones, strategies, success measure indicators in an overview (not a detailed table), and a graph of the top three most important activities by goal and progress made as per the districtwide survey data provided by Hanover Research.

CONCLUSION

Overall, the presentation represents a status update for the 2017-2019 school years. General information and data were collected from departmental directors, school leadership teams, central office administrators, and Hanover Research. The purpose for these documents and the presentation is to share progress relative to assigned goal areas, to increase transparency, and to use data from staff and survey respondents to inform short-term action steps and long-range action plans.