

1. What is the Hazelwood NOW Strategic Plan?

The Hazelwood NOW Strategic Plan 2017-2022 is a five-year comprehensive roadmap that guides the acquisition and allocation of resources to achieve mutually-agreed upon strategic priorities. The strategic plan is a tool that provides guidance on fulfilling the district's mission and vision with maximum efficiency, effectiveness, and impact. Embedded in the plan are our Hazelwood NOW initiatives: New and Innovative Programs, Options and Opportunities, and Working Together to Build Coalitions and Capacity that build upon Hazelwood's legacy to provide an inspired and clearly focused direction for the future.

2. Where can I find copies of the Hazelwood NOW Strategic Plan?

Copies of the Hazelwood NOW Strategic Plan and all relevant documents are available electronically at www.hazelwoodschools.org; click the "Strategic Plan" tab.

3. How did we create the Hazelwood NOW Strategic Plan and who was involved?

The Hazelwood NOW Strategic Plan was a collaborative effort that began with a year-long process of development led by the Hazelwood Board of Education. During board retreats, they determined the mission, value statements, and characteristics of Hazelwood graduates. Strategic plan development, implementation, monitoring, and a revision of efforts were completed by parents, students, community stakeholders, and staff.

Members of the superintendent's leadership team served as the editing committee for the published documents. Work from ten committee research and development groups was used to record our mission, vision, and value statements. Then information from four focus groups was used to assess the district's strengths, weaknesses, opportunities, and threats (*i.e.* SWOT analysis). Focus group participants then translated the information into seven strategic priorities: (1) student support services, (2) staff support services, (3) technology, (4) parent involvement and community partnerships, (5) curriculum and instruction, (6) climate and culture, and (7) district finance.

4. What is the Hazelwood NOW Strategic Plan Survey?

The Hazelwood NOW Strategic Plan Survey is an assessment tool used to gather feedback about the district's performance relative to the goals identified in the strategic plan. The survey was available from Monday, May 20 – Sunday, June 2, 2019. Analysis of the feedback will be presented at an upcoming board meeting.

[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.

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With Hanover’s support, the strategic plan survey in Hazelwood gleaned more than 3,600 responses— staff, students, parents, community members, and board members participated in the survey. Participant feedback is essential to the district and responses remain 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.

5. How much did the district pay Hanover Research for the survey, and what are the deliverables?

Hanover was paid \$15,000 to complete three deliverables for HSD: (1) districtwide survey design and distribution support, (2) quantitative and qualitative survey data collection and analysis, and (3) survey reports including a narrative document, PowerPoint, and data supplement.

6. Why is the survey necessary and does it only measure general perception?

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 better 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 all of these 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.

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