



**Hazelwood  
School  
District**  
*High Expectations For All!*

**THE HAZELWOOD NOW  
STRATEGIC PLAN  
2017-2022**

**EXECUTIVE SUMMARY**





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# A Message from the Superintendent



Dear Hazelwood School District Community,

After 40 years of public service in education working in school districts across the country, I can honestly share that the past two years as your Hazelwood School District Superintendent have been extremely rewarding. I've gotten to know staff, parents, and impressive students from our district that is 18,000 students strong and growing; I now call this

incredible community home. With great hope for the future, I eagerly share our five-year Hazelwood *NOW* Strategic Plan.

We have purposefully built the strategic plan on our unique Hazelwood legacy, while providing an inspired direction for the future. Our Hazelwood *NOW* initiatives include New and Innovative Programs, Options and Opportunities, and Working Together to Build Coalitions and Capacity. During the summer of 2017, we outlined goals and initiatives designed to improve student achievement, enhance professional growth, and increase parent and community engagement.

As we all know, however, goals cannot be outlined—or achieved—in a vacuum. Thus, the winter months were spent conceptualizing 2018 strategic planning focus group meetings involving our students, parents, staff, and community stakeholders. In March 2018, these meetings occurred and allowed all of us to gain new insights into our district's strengths, weaknesses, opportunities, and threats. I am thankful for your support and engagement in such meaningful work.

Our Hazelwood *NOW* Strategic Plan combines the perspectives of the strategic planning focus group participants with the Hazelwood *NOW* initiatives and translates them into seven strategic priorities: student support services, staff support services, technology, parent involvement and community partnerships, curriculum and instruction, climate and culture, and district finance. With our eyes on these priorities, we remain focused on becoming one of the highest-achieving school systems in Missouri.

The Hazelwood *NOW* Strategic Plan is a plan we created together. It builds on current momentum and ensures a dedicated path towards achievement, collaboration, and innovation. It gives me great pleasure to serve as your superintendent, and I look forward to our evolving future.

Thank you for your ongoing engagement in our community and the Hazelwood School District.

Sincerely,

Dr. Nettie Collins-Hart

## 2018 Board of Education



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## Mission, Vision, and Values

### THE WHY:

*Our mission explains our fundamental purpose as an organization.*

In a culture of high expectations and excellence, our students will become lifelong learners equipped with 21st century skills for success as global citizens.

### THE WHAT:

*Our vision captures the future we seek to create for our students.*

The Hazelwood School District develops culturally-aware critical thinkers prepared to lead with 21st century skills in an ever-evolving global society.



PTA's annual Run-Walk event

### THE HOW:

*Our Theory of Action describes the specific methods we will use to achieve our vision.*

When we collaborate as a solution-oriented team to focus and close learning gaps, support socioemotional needs, and approach all challenges with growth mindsets, and when we create college or career pathways for all children, then we will equip our students to become lifelong learners with 21st century skills for success as global citizens.

### THE THINGS WE VALUE:

*Our value statements drive our culture because they act as reminders of the how, why, and what—and our shared vision.*

- High student achievement based on multiple measures as we prepare students to become global citizens.
- A diverse staff that is caring, culturally competent, well-trained, and highly effective in their roles.
- Holding ourselves accountable for a culture of excellence with high standards in both academics and behavior.
- Maintaining fiscal responsibility of the district's assets and resources (knowing when and on what to spend to achieve excellence).
- A supportive learning environment that fosters healthy socioemotional development for all students.
- Preparing students with global thinking and skills to make them productive in college, career, and life in the 21st century.
- Community involvement that drives high parental and community/stakeholder engagement, effective partnerships, and positive relationships through informative communications.



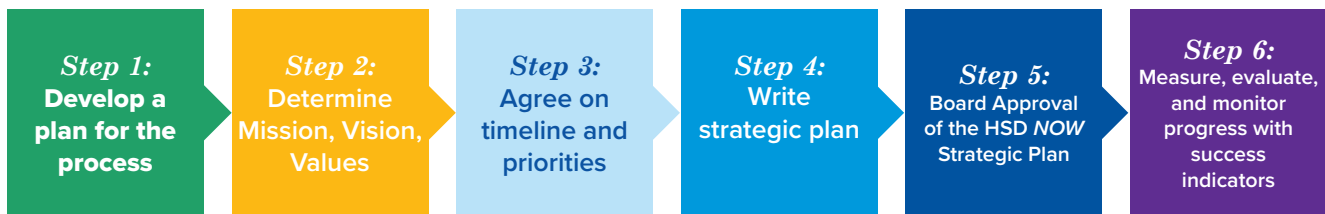
# What is the Hazelwood NOW Strategic Plan?

This plan, developed by parents, students, community stakeholders, and staff, is a comprehensive roadmap that guides the acquisition and allocation of resources to achieve mutually-agreed-upon strategic priorities. Our five-year Hazelwood NOW Strategic Plan is a tool that provides guidance on fulfilling our mission and vision with maximum efficiency and impact. This plan includes our unified mission, vision, value statements, priorities, and goals. Our mission is a succinct statement that articulates what the district does (our programs) and why we do it (the purpose for providing such programs). Our vision is an aspirational description of what we would like to achieve or accomplish. Our value statements are our basic beliefs and guiding principles for how we engage and behave to meet the needs of our students, parents, colleagues, and the broader community. Our common goals are specific, measurable, and achievable; underpinning each goal are core strategies that will help us achieve our mission.

## OUR PROCESS

The Hazelwood NOW Strategic Plan is a collaborative effort that includes development, implementation, monitoring, and a revision of efforts. Below is a list of strategic planning activities followed by a snapshot of our process:

-  Used Board retreats to determine mission, value statements, characteristics of Hazelwood graduates
-  Assessed our district's strengths, weaknesses, opportunities, and threats
-  Captured committee research and development work of 10 committees
-  Agreed on strategic priorities
-  Hosted four Strategic Planning Focus Group Meetings
-  Wrote and revised plan
-  Articulated and recorded our mission, vision, and value statements
-  Board adopted the Hazelwood NOW Strategic Plan
-  Implementing, evaluating, and monitoring our progress on achieving the goals in the plan





National signing day at Hazelwood West High School

The Hazelwood School District provides great opportunities for students, faculty, staff, and parents to explore and develop understanding, skills, and capacities that support life-long learning, high achievement, and global citizenship for students. Our high expectations for all students are embedded in our districtwide goals, focus areas, and strategic priorities listed below.

## **GOAL #1: IMPROVE STUDENT ACHIEVEMENT**

**FOCUS AREA:** New and Innovative Programs

**STRATEGIC PRIORITY:** Curriculum and Instruction

## **GOAL #2: DIFFERENTIATE AND EXPAND RESOURCES AND SERVICES FOR STUDENTS**

**FOCUS AREA:** Options and Opportunities

**STRATEGIC PRIORITY:** Student Support Services

## **GOAL #3: ENHANCE PROFESSIONAL GROWTH**

**FOCUS AREA:** Options and Opportunities

**STRATEGIC PRIORITY:** Staff Support Services

**STRATEGIC PRIORITY:** Technology

## **GOAL #4: MAINTAIN FISCAL RESPONSIBILITY**

**FOCUS AREA:** Options and Opportunities

**STRATEGIC PRIORITY:** District Finance

## **GOAL #5: INCREASE PARENT AND COMMUNITY INVOLVEMENT**

**FOCUS AREA:** Working Together with Parents, Staff, and Community to Build Coalitions and Capacity

**STRATEGIC PRIORITY:** Parent Involvement and Community Partnerships

**STRATEGIC PRIORITY:** Climate and Culture





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# Districtwide Goals, Focus Areas, and Strategic Priorities

## GOAL #1: IMPROVE STUDENT ACHIEVEMENT

**FOCUS AREA:** New and Innovative Programs

**STRATEGIC PRIORITY:** Curriculum and Instruction

### GOAL

#### Description of destination

Implement a culturally-responsive and diverse 21st century curriculum that meets the learning and socio-emotional needs of our diverse student population.

### OBJECTIVES

#### Measurable steps

1. Establish a 21st century framework for learning districtwide
2. Integrate PK-12 vertically-aligned and cross-curricular STEAM learning systems
3. Increase the percentage of students graduating high school and succeeding in college, careers, and life readiness

### STRATEGIES

#### Plan of Action – How to Achieve the Goal

- Improve fidelity of the curriculum's implementation
- Develop a diverse committee of stakeholders reflecting the district population (teachers, students, parents, community members) to review curriculum and resources in each area and provide feedback on cultural responsiveness and diversity
- Implement curriculum management plan
- Publish grade-specific and school building level performance targets to track academic proficiency and growth to ensure opportunities for course correction and praise
- Provide training to staff on culturally proficient instruction
- Audit, revise, and continuously update, all existing curriculum and major instructional resources to identify strengths and weaknesses related to cultural responsiveness and diversity. Integrate culturally responsive activities and diverse resources into curriculum where missing
- Incorporate the following into each career pathway sequences of courses that extend beyond high school such as internships, problem-solving experiences, and opportunities to earn career certificates and/or college credit

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## GOAL #2: DIFFERENTIATE AND EXPAND RESOURCES AND SERVICES FOR STUDENTS

**FOCUS AREA:** Options and Opportunities

**STRATEGIC PRIORITY:** Student Support Services

### GOAL

#### Description of destination

Improve individual student success by providing academic, socioemotional, and behavioral supports.

### OBJECTIVES

#### Measurable steps

1. Measure student growth across the district through Redefining Ready indicators (i.e. college, career, and life-skills)
2. Consistently implement districtwide systems and procedures that support students' individual academic, socioemotional, and behavioral needs
3. Emphasize student-centered environments with supports across the continuum



## STRATEGIES

### Plan of Action – How to Achieve the Goal

- Expand early childhood development programs including the Parents-as-Teachers (PAT) Program
- Expand programs and opportunities for gifted and talented students
- Provide all students with grade-level appropriate opportunities through Redefining Ready initiative
- Develop and implement the use of restorative practices as an integral part of school-level behavior management plans
- Fully implement all school-level processes to support effective and efficient behavior modification systems (i.e. counseling, trauma, substance abuse, anger management, and alternative education programs)

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## GOAL #3 (PART A): ENHANCE PROFESSIONAL GROWTH

**FOCUS AREA:** Options and Opportunities

**STRATEGIC PRIORITY:** Staff Support Services

### GOAL

#### Description of destination

Provide support to all staff that enables and empowers them to deliver the highest quality service and student-focused instruction.

### OBJECTIVES

#### Measurable steps

1. All HSD staff will have professional growth opportunities that will increase their capacity and engage them in our mission
2. Improve retention of faculty and staff
3. Establish professional supports for all staff
4. Provide districtwide professional development that aligns with HSD's strategic priorities

## STRATEGIES

### Plan of Action – How to Achieve the Goal

- Provide training on customer service, conflict mediation, and general operations (i.e. finance, attendance reporting, etc.) and performance management training for all managers in all employee groups
- Implement districtwide cultural competence training requirements and integrate technology into instruction with professional support and dedicated resources
- Integrate technology into instruction—professional support and dedicated resources
- Improve the recruiting process to impact trauma support, diversity, and cultural competence
- Incorporate professional development for teachers in the area of trauma-informed practices to support students' socioemotional well-being
- Expand initiatives to hire retired teachers as substitutes
- Create and implement an ongoing leadership mentoring program (for staff at all levels of the organization) and expand leadership development opportunities for all staff
- Revise the existing exit survey to include data from the strategic priorities

# Districtwide Goals, Focus Areas, and Strategic Priorities

## GOAL #3 (PART B): ENHANCE PROFESSIONAL GROWTH

**FOCUS AREA:** Options and Opportunities

**STRATEGIC PRIORITY:** Technology

### GOAL

#### Description of destination

Expand to a technological district that integrates the use of technology in all aspects of HSD's quest to improve teaching and learning for every student.

### OBJECTIVES

#### Measurable steps

1. Build employees' technical knowledge, skills, and capacities
2. Promote awareness and use of technology in the community

### STRATEGIES

#### Plan of Action – How to Achieve the Goal

- Assess and implement a technological infrastructure software necessary to support students and staff efficiently and effectively, including device monitoring
- Expand and understand the use of technology in our school communities
- Increase support for technology troubleshooting
- Design, develop, and implement an all-inclusive, robust, flexible, and user-friendly student performance system
- Train all teachers PK-12 in the basic uses of Google drive and the core applications of Gsuite for education
- Share quarterly data reports with all appropriate district and school building-level administrators
- Provide and measure improvements in help desk support
- Develop sustainable and non-person specific infrastructure and capacity within the information technology department
- Develop and implement a plan that promotes the use and awareness of technology in communities
- Measure outcomes of the district's technology plan based on the success measures and use the data to promote the use and awareness of technology in communities

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## GOAL #4: MAINTAIN FISCAL RESPONSIBILITY

**FOCUS AREA:** Options and Opportunities

**STRATEGIC PRIORITY:** District Finance

### GOAL

#### Description of destination

- Connect the district's financial plan to the strategic plan
- Address the state audit findings
- Maintain fiscal responsibility and an adequate fund balance to support our educational needs and organizational mission
- Establish financial structures that improve long-term fiscal stability, align all district resources, and increase transparency
- Implement a financial plan to retain high capacity staff

### OBJECTIVES

#### Measurable steps

1. By the end of each fiscal year, the finance department will publish financial and operational updates for staff and community stakeholders in formats that demonstrate goal alignment with district programs and operations in a 5-year financial plan
2. Maintain a balanced budget
3. Explore additional funding sources



## STRATEGIES

### Plan of Action – How to Achieve the Goal

- Adopt a sustainable operating budget that reflects districtwide priorities and maintains a fund balance in line with Board policy
- Ensure proper stewardship of resources by strengthening internal controls
- Develop a facilities plan and maintain districtwide facility improvements
- Maintain a balanced budget and practice fiscal transparency
- Connect financial plan to the Strategic Plan
- Develop a long-range financial plan
- Study HSD’s compensation salary schedules and plans for all employee groups
- Reestablish the HSD Foundation (i.e. community-led, self-sustaining, restructuring, strategy-focused) to support student achievement
- Implement audit recommendations

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## GOAL #5 (PART A): INCREASE PARENT AND COMMUNITY INVOLVEMENT

**FOCUS AREA:** Working Together with Parents, Staff, and Community to Build Coalitions and Capacity

**STRATEGIC PRIORITY:** Parent Involvement and Community Partnerships

### GOAL

#### Description of destination

Create widespread community support for the Hazelwood School District.

### OBJECTIVE

#### Measurable steps

Expand partnerships to build coalitions and capacity

## STRATEGIES

### Plan of Action – How to Achieve the Goal

- Share and publish the HSD Redistricting Plan
- Identify HSD partnership needs
- Identify and access all current district partnerships
- Create additional opportunities for partnerships
- Increase 21st Century Internship programs
- Align partnerships with HSD’s teaching and learning initiatives
- Increase opportunities through HSD Parent University
- Increase use of ambassadors and advocates
- Enhance meaningful community outreach strategies and partnerships
- Utilize committee work pertaining to the strategic plan, redistricting study, and student recruitment and retention
- Assess the needs of parents and the district
- Use partnerships to build trust
- Expand volunteers
- Expand specific mentorship partnerships
- Measure progress that includes community stakeholder input
- Sponsor community events that build understanding around the school district’s mission, vision, and goals
- Increase community-based opportunities for high-risk student populations with language and financial barriers
- Promote legislative advocacy in support of schools

# Districtwide Goals, Focus Areas, and Strategic Priorities

## **GOAL #5 (PART B): INCREASE PARENT AND COMMUNITY INVOLVEMENT**

**FOCUS AREA:** Working Together with Parents, Staff, and Community to Build Coalitions and Capacity

**STRATEGIC PRIORITY:** Climate and Culture

### **GOAL**

#### **Description of destination**

Create a results-oriented and accountability-driven culture that is positive, safe, and caring for all students, staff, and community stakeholders.

### **OBJECTIVE**

#### **Measurable steps**

1. At the end of each academic quarter, parent and community partners will have participated in school wide events, surveys, discussions, or shared learning experiences to show an increase in customer satisfaction surveys and goal attainment
2. Measure progress toward a caring respectful environment as the foundation for the Hazelwood School District culture

### **STRATEGIES**

#### **Plan of Action – How to Achieve the Goal**

- Define clear 21st century behavioral expectations for adults and students; train, teach, and reteach appropriate behaviors
- Develop a climate of shared best practices
- Engage parents and community partners to develop two-way communication strategies and protocols
- Create a culture survey in collaboration with parents, the PTA, community partners, teachers, and staff
- Use the annual data to draft climate and culture goals for the organization
- Increase community-based opportunities for high-risk student populations with language and financial barriers

## Conclusion – The Hazelwood Way NOW

The Hazelwood NOW Strategic Plan provides focus and action for implementing the NOW initiatives (New and Innovative Programs, Options and Opportunities, and Working together with parents, staff, and community to build coalitions and capacity). This plan allows for specific, measurable, and attainable goals, all of which contribute to staff recruitment and retention, student excellence, district efficacy, and community engagement. The plan is evidence of what can be accomplished through focused collaboration; this document was drafted with input from faculty, staff, students, board members and community stakeholders. It is a testament to the breadth and depth of perspectives necessary to make the shifts required to succeed in today's ever-evolving global society.

Together, we are responsible for the education of approximately 18,000 students. It is only fitting that a strategic plan drafted to serve our students concludes with a summary of the “Hazelwood Way NOW” student characteristics. For our students to become lifelong learners equipped with 21st century skills for success as global citizens, we believe all of these characteristics must be embodied by our students and embedded in our school district culture. This strategic plan aims to equip our students with these characteristics so that they can graduate as informed, productive members of society.

### THE HAZELWOOD WAY NOW

*2022 Characteristics Excerpted from HSD Board of Education's 2017 Beliefs and Commitments*

- Academic Achievers
- Accountable/responsive
- Caring for others
- College, Career, and Life Ready
- Critical thinkers
- Effective communicator
- Ethical and socially responsible/trustworthy
- Foreign exposure
- Global citizens
- Innovative/creative
- Life-long learners/love of learning
- Polite
- Problem solver/ability to deal with conflict
- Resilient
- Resourceful
- Respectful
- Service oriented/community minded
- STEAM (Science, Technology, Engineering, Arts, and Mathematics) prepared
- Technologically Advanced/Sound

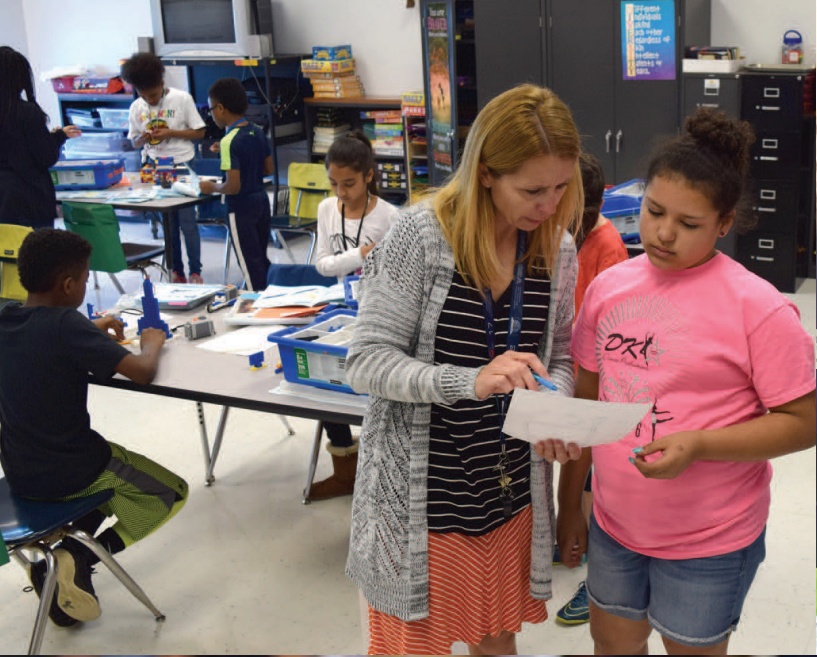


*Hazelwood East High School's nationally recognized girls' choir*





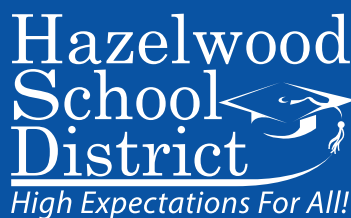






## MISSION:

In a culture of high expectations and excellence, our students will become lifelong learners equipped with 21st century skills for success as global citizens.



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