



# Hazelwood School District



"A Culture of High Expectations and Excellence!"

## THE HAZELWOOD NOW STRATEGIC PLAN 2023-2028

### EXECUTIVE SUMMARY





# Table of Contents

Board of Education and District Background	3
Message from the Superintendent	4
Mission, Vision, and Values	5
What is the Hazelwood <i>NOW</i> Strategic Plan?	6
Districtwide Goals, Focus Areas, and Strategic Priorities	7
#1: Improve Student Achievement	8
#2: Differentiate and Expand Resources and Services for Students	9
#3: Enhance Professional Growth	10
#4: Maintain Fiscal Responsibility	12
#5: Increase Parent and Community Involvement	13
Conclusion – Hazelwood <i>NOW</i>	15



Hazelwood School District students excel athletically and academically.

# Hazelwood Board of Education and District Background

## 2023 Board of Education



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## SCHOOL DISTRICT BACKGROUND

The Hazelwood School District is a diverse school district in suburban St. Louis, Missouri and the second largest district in St. Louis County. The District extends from I-70 on the west and the I-270 bridge on the east, covering 78 square miles, an area larger than the City of St. Louis. Its northern and southern boundaries are the two Great Rivers, the Missouri and the Mississippi, and I-270. The district includes the communities of Hazelwood, Black Jack, and Spanish Lake; a large section of the city of Florissant; portions of the cities of Bridgeton, Bellefontaine Neighbors, and Ferguson; and several square miles of unincorporated St. Louis County.

Below are additional characteristics that contribute to the district's uniqueness:

- A diverse faculty and staff of 2,700 educating nearly 17,000 students
- A student population representative of 63 countries and 37 languages
- Nineteen elementary schools, 6 middle schools, 3 high schools, 3 early childhood education centers, and 1 alternative school
- Advanced certification programs completed by more than 40 science and math teachers
- Project Lead the Way® National Certification at all of our high schools
- Successful management of a balanced budget of over \$200M
- Significant growth on 2022 MAP and EOC Math scores
- U.S. News & World Report ranked Hazelwood Central High School, Hazelwood West High School, and Hazelwood East High School among the top high schools in the nation for the 2021-2022 school year.
- Students received over \$100M in scholarships and volunteered more than 205,000 community service hours over the last four years

## A Message from Our Superintendent



Dear Hazelwood School District Community,

As we embark on our Strategic Plan for 2023-2028, I am encouraged at the progress we have made. Our pre-pandemic and post-pandemic success is noteworthy. 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 fall of 2022, we outlined initiatives designed to support our five goals: improve student achievement, differentiate and expand resources and services for students, enhance professional growth, maintain fiscal responsibility, and increase parent and community engagement.

As we all know, however, goals cannot be outlined—or achieved—in a vacuum. Thus, the fall months were spent conceptualizing our 2023-2028 strategic planning in focus group meetings involving our students, parents, staff, and community stakeholders. These meetings 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: curriculum and instruction, student support services, staff support services, technology, district finance, parent involvement and community partnerships, and climate and culture. 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

**NEW AND INNOVATIVE PROGRAMS  
OPTIONS AND OPPORTUNITIES  
WORKING TOGETHER TO BUILD COALITIONS AND CAPACITY**



## 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.



Walker Elementary's girls' basketball team after an exciting game.

### 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 with input from parents, students, community stakeholders, and staff, is a comprehensive road map 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. 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 and meetings to determine needs and priorities



Assessed our district's strengths, weaknesses, opportunities, and threats

Captured departmental research and development work



Agreed on strategic priorities

Hosted nine stakeholder group discussions to gain feedback



Wrote and revised plan

Articulated and recorded our mission, vision, and value statements

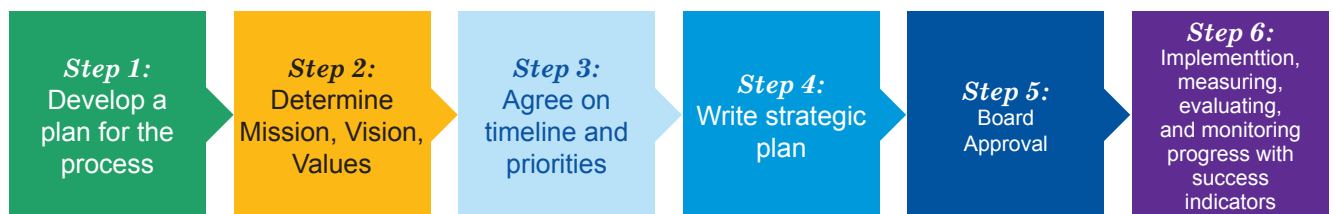


Board approved the Hazelwood NOW Strategic Plan



Implementing, evaluating, and monitoring our progress on achieving the goals in the plan

6







Graduation day for 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

# 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. Maintain a four-year graduation rate of 95% or above at all high schools by the end of school year 2028
2. Increase the number of graduating students with college/technical school credits, industry credentials, or military service
3. Increase the number of students performing on grade level or above in reading and math by 10% each school year
4. Decrease the number of students performing below grade level in reading and math by 10% each school year
5. Increase MAP/EOC reading and math proficiency rates by 30% by the end of school year 2028
6. Ensure that all student groups (EL, students with IEPs, free and reduced lunch, etc.) meet 10% growth expectations each year
7. Provide various effective instructional delivery methods to address the needs of all learners
8. Improve Average Daily Attendance (ADA) and proportional attendance rates in all schools by 3% each year
9. Increase student participation in honors, dual enrollment, dual credit and advanced placement (AP) classes by 25%
10. Increase ACT scores to at least the state average

8

### STRATEGIES

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

- Monitor the fidelity of the curriculum's implementation and assessments
- Work with diverse stakeholders to review curriculum and resources in each area and provide feedback on cultural responsiveness and diversity
- Revise and implement the curriculum management plan
- Provide ongoing 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
- Monitor and incorporate internships, problem-solving experiences, and opportunities to earn career certificates and/or college credit into career pathway sequences of courses
- Provide training to staff on high-quality instructional strategies and delivery methods to ensure student mastery of identified skills and enhanced rigor in all content areas
- Provide focused instructional professional development that centers on all district student groups (students with IEPs, English Learners, etc.)
- Establish structures, strategies and practices that constantly monitor student progress toward graduating in four years once they enter high school
- Require all schools to implement the professional learning community model (PLC's) and data teams with fidelity
- Provide additional supports and recruitment to promote students' success in honors, dual enrollment, and AP courses
- Utilize benchmark or associated assessments three times per year to monitor student progress in English Language Arts, reading and math and make instructional adjustments when necessary
- Utilize a continuum of instructional models to ensure that the academic needs of all students are met



## 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.

### STRATEGIES

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

- Continue expanding early childhood development programs including the Parents-as-Teachers (PAT) Program; identify and procure resources to enhance accessibility for all families
- Expand programs and opportunities for gifted and talented students
- Provide all students with grade-level appropriate opportunities
- Continue to expand the use of restorative practices as an integral part of school-level behavior management plans
- Fully implement school-level processes to support effective and efficient behavior modification systems (i.e. counseling, trauma, substance abuse, anger management, and alternative education programs, structural expectations)
- Consistently communicate student progress related to academics and student behavior with parents using a variety of communication methods education programs, structural expectations

### OBJECTIVES

#### Measurable Steps

1. Measure student growth across the district (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
4. Fully utilize district programs and support systems to best meet the needs of all students (Ex - Hazelwood Opportunity Center)
5. Utilize a variety of methods to communicate with parents to continuously improve student academic and social outcomes
6. Promote, develop and maintain structures, processes, strategies and practices that continuously sustain and improve positive student engagement and behavior
7. Provide resources, activities, practices and experiences that promote student satisfaction with the total school experience

TABLE 5. SUCCESS MEASURE INDICATORS FOR STUDENT SUPPORT SERVICES		2022	2028
a	Number of students participating in Hazelwood's early childhood programs	680	
b	Decrease in percentage of students receiving short-term out of school suspensions	12%	
c	Decrease in number of students referred to a discipline hearing	2017-2018 = 254 2018-2019 = 395 2019-2020 = 165 2020-2021 = N/A 2021-2022 = 362	

# Districtwide Goals, Focus Areas, and Strategic Priorities

## 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 and vision
2. Improve and expand efforts to recruit and retain high quality staff
3. Establish professional supports for all staff
4. Provide districtwide professional development that aligns with HSD's strategic priorities
5. Provide multiple opportunities for staff feedback

### 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
- Improve the recruiting process to impact trauma support, diversity, and cultural competence
- Implement district-wide cultural competence training requirements and ensure that all staff members have attended training on the Statement of Solidarity, Racial Equity Policy, and Diversity, Equity, and Inclusion Action Plan
- Incorporate professional development for all staff members in the area of trauma-informed practices in order to support students' socioemotional well-being
- Integrate technology into instruction with professional support and dedicated resources
- Expand English Language Development training opportunities to meet the needs of linguistically diverse populations
- 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
- Expand initiatives to recruit and retain high-quality staff in all of our schools and facilities
- Expand partnerships with universities and explore diverse marketing arenas to further recruit and hire candidates

**TABLE 7: SUCCESS MEASURE INDICATORS TO ENHANCE PROFESSIONAL GROWTH THROUGH STAFF SUPPORT SERVICES**

		2022	2028
a	Percentage of employees who participate in leadership development	1.57%	
b	Percentage of faculty and staff who are effective or rated distinguished leaders in the district	81.8%	
c	Number of certified staff vacancies on the first day of school	145	
d	Number of classified staff vacancies on the first day of school	129	

Notes: (a) Leadership development is defined by programs such as Aspiring Leader Preparation System (ALPS) and DESE mentoring programs. These data exclude principals' meetings and retreats (d) Currently, "effective leaders" as a term is narrowly defined by and limited to school building principals.



## 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
- Increase support for technology troubleshooting
- Design, develop, and implement an all-inclusive, robust, flexible, and user-friendly student performance system
- 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 wide technology plan based on the success measures and use the data to promote the use and awareness of technology in communities
- Implement a professional development plan for training on ClearTouch interactive boards
- Implement a professional development plan on the student information system (SIS) to increase efficiency of state reporting

TABLE 9: SUCCESS MEASURE INDICATORS FOR ENHANCED PROFESSIONAL GROWTH RELATIVE TO TECHNOLOGY		2022	2028
a	Percentage of helpdesk issues addressed, resolved, and completed within 48 hours by helpdesk personnel	95%	
b	Average number of days to make Chromebook-related repairs	1-3 days	
c	Percentage of Chromebooks lost or stolen	15%	
d	Percentage of students with FRL whose families receive free/reduced priced Wi-Fi	14%	
e	Availability of network system resources: Wi-Fi, SIS, Business Plus, Data, etc.	99%	
f	Percentage of fines levied and collected for Chromebook damage or loss	*	
g	Percentage of job-related staff trained on ClearTouch interactive boards	**	
h	Percentage of job-related staff trained on student information systems and the effects on state reporting	100%	

Notes: (\*) Tools are being developed to increase the accuracy and efficiency of tracking district Chromebooks. The 2022-2023 school year will be the baseline year to identify these data. \*\*ClearTouch boards are in the process of being purchased and installed via Proposition H funding.

# Districtwide Goals, Focus Areas, and Strategic Priorities

## 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
- 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
4. Increase efficiency of district transportation model
5. Plan, monitor, and complete all Proposition H projects

### STRATEGIES

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

- Adopt a sustainable operating budget that reflects long-range planning and maintains a fund balance in line with Board of Education policy
- Maintain proper stewardship of resources by monitoring and strengthening internal controls and performing internal audits
- Develop a facilities plan and maintain districtwide facility improvements
- Maintain a balanced budget and practice fiscal transparency
- Reestablish the HSD Foundation (i.e. community-led, self-sustaining, restructuring, strategy-focused) to support student achievement
- Plan and complete Proposition H projects
- Connect the financial plans to the Strategic Plan and promote funding equity
- Regularly assess cleanliness of buildings and utilize a district walkthrough monitoring tool for consistency

12

TABLE 11: SUCCESS MEASURE INDICATORS FOR MAINTAINING FISCAL RESPONSIBILITY		2022	2028
a	Percentage of fund balance at the end of the fiscal year	44%	
b	Comparison of individual building per student spending	See note (c)	
c	Percentage of successfully negotiated agreements with employee groups	100%	
d	Percentage of regionally competitive salaries for employee groups	86%	
e	Percentage of Proposition H projects funded/completed	0%	
f	HSD Foundation fundraiser held	April 2023	
g	Percentage of schools successfully completing internal audits	100%	
h	Percentage of annual external audit and legal publication requirements met	100%	

Note: c) DESE-required breakdown created a baseline in 2018-19. The district's total expenditures per average daily attendance (ADA) increased from \$11,429.49 in 2018-19 to \$14,405.61 in 2021-22. Expenditures per ADA increased at every district building in the same time frame.

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

**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

1. Expand partnerships to build coalitions and capacity
2. Increase the number of parent and community members participating in school functions, activities and events
3. Promote a positive and productive mindset for all Hazelwood stakeholders
4. Eliminate elements of the Hazelwood culture that reflect a fixed mindset

### STRATEGIES

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

- Identify and create partnerships for the district in an effort to build trust and community relationships; align partnerships with HSD’s teaching and learning initiatives
- Increase 21st century internship programs
- Increase use of ambassadors and advocates
- Enhance meaningful community outreach strategies and partnerships
- Assess the needs of parents and the district
- Measure progress based on community stakeholder input
- Expand volunteers
- Sponsor community events that build understanding around the school district’s mission, vision, and goals
- Promote legislative advocacy in support of schools
- Increase opportunities and participation in Parent University by offering diverse workshops in accessible locations, times and language; ensure offerings are effectively communicated to families using diverse mediums
- Provide families with regular and clear communication about diverse resources available through the district and partnering agencies
- Ensure that building leaders include safety plans, drills, and communications in School Improvement Plans and provided to parents and students so they are aware of safety protocols.

TABLE 13: SUCCESS MEASURE INDICATORS FOR PARENT INVOLVEMENT AND COMMUNITY PARTNERSHIPS		2022	2028
a	Survey results indicate parents report satisfaction with parent-teacher communications about the academic and social progress of their child	3.23	
b	Survey results indicate parents report schools respect differences among students and their families	2.97	
c	Survey results indicate parents report feeling welcome at their child’s school	3.11	

Note: The Missouri Climate and Culture Survey administered during the 2022-23 school year will provide the baseline year for these data. A 2.5 or higher is considered to be a “yes” for the question. a) “I am comfortable talking to teachers at this school.” b) “This school values and respects differences among students and their families.” c) “I feel welcome at this school.”



# 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
3. Decrease the number of discipline related referrals each year in all schools
4. Reduce the number of out of school suspensions each year in every school

### 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
- Administer 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
- Ensure all schools hold focus groups or community meetings involving students, staff, parents, and other related stakeholders at least once per semester to identify and address concerns related to school safety and violence
- Promote strategies and practices to support self-care and the well-being of staff at all schools

14

TABLE 15: SUCCESS MEASURE INDICATORS FOR CLIMATE AND CULTURE		2022	2028
a	Survey results indicate teachers are engaged in the mission and vision of the organization.	3.20	
b	Survey results indicate students feel safe at school.	3rd-5th grade: 2.47 6th-12th grade: 2.54	
c	Survey results indicate students are comfortable requesting additional support.	3rd-5th grade: 2.51 6th-12th grade: 3.02	

Note: The Missouri Climate and Culture Survey administered during the 2022-23 school year will be the baseline year for these data. 2.5 and above is considered to be an overall “yes” for the question. b) “I feel safe at school. c) “I ask for help from my teachers or others when I need it.

## Conclusion – Hazelwood 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 nearly 17,000 students. It is only fitting that a strategic plan drafted to serve our students concludes with a summary of the "*Hazelwood 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 NOW

- 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

This strategic plan aims to equip our students with these characteristics so that they can graduate as informed, productive members of society.

\*See Key Terms and Definitions



Hazelwood High School Scholars



*"A Culture of High Expectations and Excellence!"*

## 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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Download the Hazelwood NOW Strategic Plan and Executive Summary at  
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