



# Hazelwood School District



*High Expectations For All!*

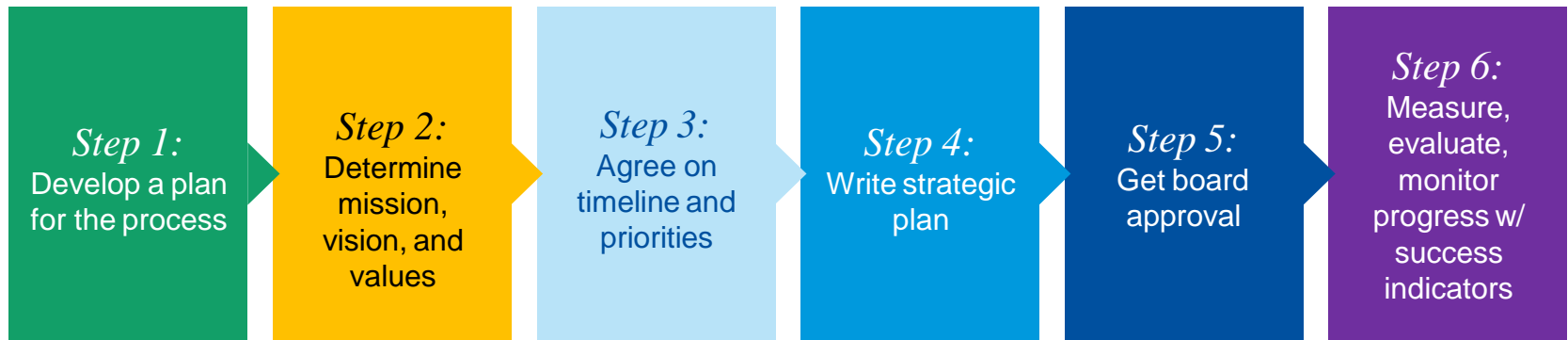
## The Hazelwood *NOW* Strategic Plan 1<sup>st</sup> Quarter Update

November 27, 2018



# 1<sup>st</sup> Quarter Overview

*The Hazelwood NOW Strategic Plan* is a comprehensive five-year roadmap developed by staff and stakeholders that provides guidance on fulfilling our mission and achieving our goals.



*Quarterly updates* allow us to measure, evaluate, and monitor our progress on projects and strategies to reach our goals. This report also helps to gauge the efficiency of our plan's implementation and to reassess areas that may require midcourse corrections.

# *Mission Statement*



*In a culture of high expectations and excellence, our students will become lifelong learners equipped with 21<sup>st</sup> Century skills for success as global citizens.*



# Five Districtwide Goals



## Goal #1:

Improve  
Student  
Achievement

## Goal #2:

Differentiate  
and Expand  
Resources  
and Support  
Services for  
Students

## Goal #3:

Enhance  
Professional  
Growth

## Goal #4:

Maintain  
Fiscal  
Responsibility

## Goal #5:

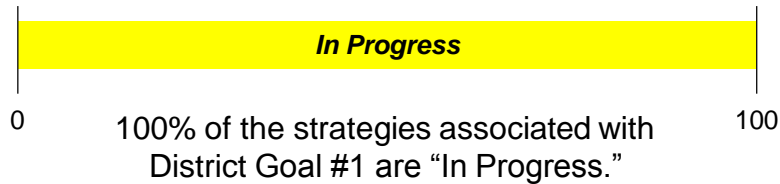
Increase  
Parent and  
Community  
Engagement

# Goal #1 - Improve Student Achievement

## Summary:

The Instructional Assistant Superintendents, Curriculum and Instruction Department, teachers, and principals have been working together to strengthen existing curriculum to ensure that curriculum is being taught to better reach students. In addition, systems and structures are in place to analyze weaknesses and to address curriculum revisions.

## Progress Tracker:



## Milestones:

- We have created a diverse representative group of teachers, parents, and community members across corridors to review curriculum. The group began meeting in September.
- The Curriculum Department has revised the curriculum template so it is user friendly and includes a 21st Century Framework. A cross-curricular STEAM learning system is in the planning stages.
- HSD is incorporating internships, problem-solving experiences, and opportunities for students to earn certificates and/or college credit in all career pathways offered at all three high schools.



# Goal #1 – Improve Student Achievement

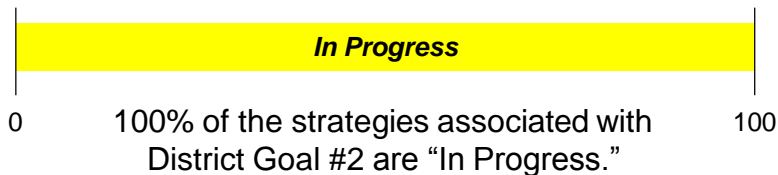
| Strategies  | Verified | Funding Source             | Est. Budget | Status      |
|---|----------|----------------------------|-------------|-------------|
| 1 Improve fidelity of the curriculum's implementation   | 10/1/18  | N/A                        | N/A         | In Progress |
| 2 Develop a diverse 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                                       | 10/1/18  | N/A                        | N/A         | In Progress |
| 3 Implement the curriculum management plan  | 10/1/18  | N/A                        | N/A         | In Progress |
| 4 Publish grade-specific and school building level performance targets to track academic proficiency and growth to ensure opportunities for course corrections and praise   | 10/1/18  | N/A                        | N/A         | In Progress |
| 5 Provide training to staff on culturally proficient instruction  | 10/1/18  | Title II and General Funds | \$75,000    | In Progress |
| 6 Audit, revise, continuously update, all existing curriculum and major instructional resources to identify strengths and "holes" as related to cultural responsiveness and diversity. Integrate culturally responsive activities and diverse resources into curriculum where missing | 10/1/18  | N/A                        | N/A         | In Progress |
| 7 Incorporate the following into career pathway sequences of courses that extend beyond high school: internships, problem-solving experiences, and opportunities to earn career certificates and/or college credit  | 10/1/18  | N/A                        | N/A         | In Progress |

# Goal #2 - Differentiate and Expand Resources for Students

## Summary:

Each school has developed its School Improvement Plan, and all schools present their plans to the Board of Education. Schools are monitoring students' readiness levels, and the District is finishing its development of a parent platform. Schools have developed a restorative practices implementation plan and are using it as part of a behavioral management plan. Principals are tracking and analyzing student behavior data, interventions, and supports weekly and using the data to drive decision making and course corrections.

## Progress Tracker:



## Milestones:

- Early childhood is being expanded; teachers are being hired and two classrooms were opened in November at Walker with more to follow in the Spring.
- Since last year, gifted services have increased at the high school level by hiring a full-time gifted teacher to service 300 students across all three schools.
- Northwest Middle School is piloting a co-teaching model to increase the number of gifted students served; all students at Northwest Middle identified as gifted are receiving direct instruction as a result.
- A community interest survey for the selective enrollment school has been distributed, and a planning committee is meeting.



# Goal #2- Differentiate and Expand Resources for Students

| Strategies |  | Verified | Funding Source           | Est. Budget   | Status      |
|------------|--|----------|--------------------------|---|-------------|
| 1          | Expand early childhood development programs including the Parents-as-Teachers (PAT) Program  | 10/1/18  | State Funding Formula    | \$675,000   | In Progress |
| 2          | Expand programs and opportunities for Gifted and Talented students   | 10/1/18  | General Funds            | Year 1: \$75,000<br>Years 2-5: \$92,550 annually            | In Progress |
| 3          | Provide all students with grade-level appropriate opportunities through Redefining Ready Initiative  | 10/1/18  | Title II & General Funds | \$15,000  | In Progress |
| 4          | Develop and implement the use of restorative practices as an integral part of school-level behavior management plans   | 10/1/18  | Student Services Budget  | \$2,500   | In Progress |
| 5          | 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) | 10/1/18  | General Funds & Title II | Year 1: \$156,000<br>Year 2: \$133,457<br>Year 3: \$126,319 | In Progress |

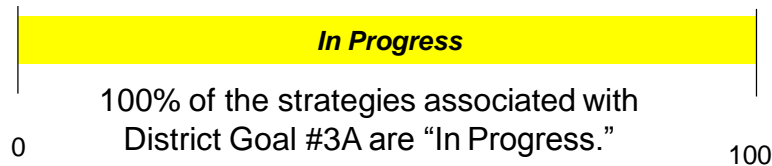


# Goal #3A - Enhance Professional Growth

## Summary for Staff Support Services:

We are strengthening our relationships with all labor unions. To sustain and grow our credibility, we collaborate and focus our staff trainings on developing leadership capacity, increasing quality customer service, growing cultural competence, and improving effective implementation of trauma-informed practices.

## Progress Tracker:



## Milestones:

- Added customer service training to safe schools modules for all employees.
- Partnered with Alive and Well to provide training and professional development in cohorts so staff can better support children who have experienced trauma. Four schools were in cohort 1 with five more joining the January 2019 cohort.
- Completed the ALPS (Aspiring Leadership Preparation System) interviews and acceptance letters.



# Goal #3A – Enhance Professional Growth

## Staff Support Services

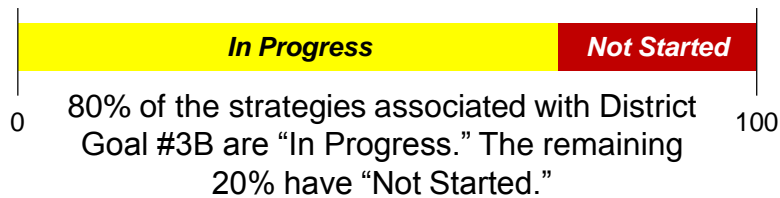
| Strategies  | Verified | Funding Source                      | Est. Budget        | Status      |
|---|----------|-------------------------------------|--------------------|-------------|
| 1 Provide training on customer service, conflict mediation, and general operations (i.e. finance, attendance reporting, etc.) and performance management training for all managers in all employee groups | 11/12/18 | N/A                                 | N/A                | In Progress |
| 2 Implement districtwide cultural competence training requirements and integrate technology into instruction with professional support and dedicated resources  | 10/1/18  | Title II; Technology and Curriculum | \$75,000; \$10,000 | In Progress |
| 3 Integrate technology into instruction --professional support and dedicated resources  | 11/1/18  | Technology and Curriculum Budget    | \$10,000           | In Progress |
| 4 Improve the recruiting process to impact trauma support, diversity, and cultural competence   | 10/1/18  | HR Budget                           | \$10,000           | In Progress |
| 5 Incorporate professional development for teachers in the area of trauma-informed practices in order to support students' socioemotional well-being  | 10/1/18  | Student Services Budget             | \$7,500            | In Progress |
| 6 Expand initiatives to hire retired teachers as substitutes  | 11/15/18 | HR Budget                           | \$1,500            | In Progress |
| 7 Create and implement an ongoing leadership mentoring program (for staff at all levels of the organization) and expand leadership development opportunities for all staff                                | 11/1/18  | HR Budget                           | \$25,000           | In Progress |
| 8 Revise the existing exit survey to include data from the strategic priorities   | 11/12/18 | N/A                                 | N/A                | In Progress |

# Goal #3B - Enhance Professional Growth

## Summary for Technology:

The Technology Department has increased capacity to provide quality service to students and staff while staying within budget. Edtech coaches have provided professional development to all new teachers on Google G Suite, AristotleInsight, and Promethean Active Inspire to support teachers with the hardware. The technology department is researching a new helpdesk platform that will better align departmental goals with providing effective and efficient quality customer service and general support for students, parents, and staff.

## Progress Tracker:



## Milestones:

- AristotleInsight has been implemented and is functioning as designed. The "Borderless Classroom" feature integrates with Google Classroom to allow staff to monitor and control student Chromebooks during instruction. We are still in the testing phase of this portion of the software.
- Educational Technology Coaches are training teachers to use technology in the classroom. At North Middle School, there is a Google Educator Certification cohort of staff.
- All new teachers have attended professional development on Google G Suite, Promethean Active Inspire, and AristotleInsight. The Edtech coaches provide ongoing professional growth opportunities throughout the year in PLCs, staff meetings, grade-level meetings, and voluntary after-school trainings.



# Goal #3B – Enhance Professional Growth

## Technology

| Strategies   | Verified | Funding Source | Est. Budget       | Status      |
|--|----------|----------------|-------------------|-------------|
| 1 Assess and implement a technological infrastructure software necessary to support students and staff efficiently and effectively, including device monitoring      | 11/12/18 | Tech Budget    | \$80,000          | In Progress |
| 2 Expand and understand the use of technology in school community  | 11/13/18 | N/A            | N/A               | In Progress |
| 3 Increase support for technology troubleshooting  | 11/12/18 | Tech Budget    | N/A               | In Progress |
| 4 Design, develop, and implement an all-inclusive, robust, flexible, and user-friendly student performance system  | 11/13/18 | Tech Budget    | \$5,000           | Not Started |
| 5 Train all teachers PK-12 in the basic uses of Google drive and the core applications of G Suite for education  | 11/12/18 | N/A            | N/A               | In Progress |
| 6 Share quarterly data reports with all appropriate district and school building-level administrators  | 11/13/18 | N/A            | N/A               | In Progress |
| 7 Provide and measure improvements in help desk support  | 11/12/18 | Tech Budget    | \$15,000 Annually | In Progress |
| 8 Develop sustainable and non-person specific infrastructure and capacity within the information technology department   | 11/13/18 | N/A            | N/A               | Not Started |
| 9 Develop and implement a plan that promotes the use and awareness of technology in communities  | 11/12/18 | N/A            | N/A               | In Progress |
| 10 Measure outcomes of the districtwide technology plan based on the success measures and use the data to promote the use and awareness of technology in communities | 11/12/18 | N/A            | N/A               | In Progress |

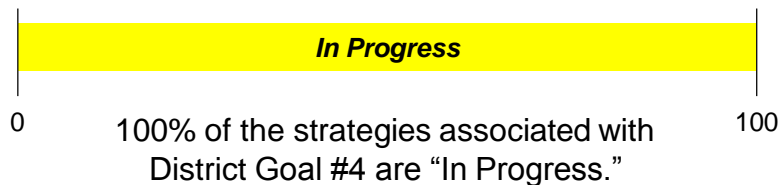


# Goal #4 – Maintain Fiscal Responsibility

## Summary:

The District has started progress on all strategies related to the goal. This began with the adoption of a balanced FY2019 budget in June 2018. Progress is being made towards resolving all identified state audit recommendations by the close of the fiscal year. These recommendations will then become part of the regular, annual internal auditing and controls processes. Financial planning started for initiatives and programs, facility and fleet needs, compensation schedules, and other strategic plan goals and strategies.

## Progress Tracker:



## Milestones:

- Balanced budget adopted for FY2019.
- Internal Controls have been in review and will be addressed through internal audit monitoring.
- Administration has had internal discussion regarding reestablishment of the Foundation and will be scheduling meetings towards this goal during the second and third quarters.
- The district is in the process of addressing audit recommendations. The Board of Education and community are updated on a monthly basis with an information item at Board of Education meetings.



# Goal #4 – Maintain Fiscal Responsibility

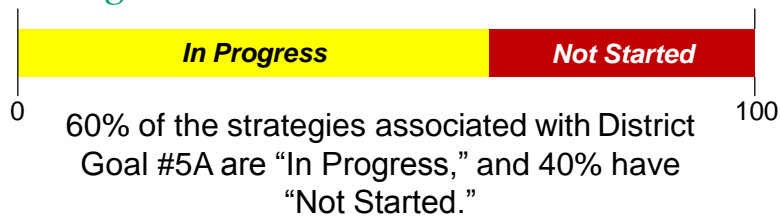
| Strategies |  | Verified   | Funding Source         | Est. Budget     | Status      |
|------------|--|------------|------------------------|-----------------|-------------|
| 1          | Adopt a sustainable operating budget that reflects districtwide priorities and maintains a fund balance in line with Board policy.   | 6/19/2018  | N/A                    | N/A             | In Progress |
| 2          | Ensure proper stewardship of resources by strengthening internal controls  | 10/31/2018 | N/A                    | N/A             | In Progress |
| 3          | Develop a facilities plan and maintain districtwide facility improvements  | 10/31/2018 | Capital Projects       | \$1.5M annually | In Progress |
| 4          | Maintain a balanced budget and practice fiscal transparency  | 10/31/2018 | N/A                    | N/A             | In Progress |
| 5          | Connect the financial plans to the Strategic Plan  | 10/31/2018 | N/A                    | N/A             | In Progress |
| 6          | Develop a long-range financial plan  | 10/31/2018 | N/A                    | N/A             | In Progress |
| 7          | Study HSD's compensation salary schedules and plans for all employee groups  | 10/31/2018 | Finance and HR Budgets | \$5,000         | In Progress |
| 8          | Reestablish the HSD Foundation (i.e. community-led, self-sustaining, restructuring, strategy-focused) to support student achievement | 10/31/2018 | N/A                    | N/A             | In Progress |
| 9          | Implement audit recommendations  | 10/31/2018 | N/A                    | N/A             | In Progress |

# Goal #5A - Increase Parent and Community Involvement

## Summary for Parent Involvement and Community Partnerships:

A cross-departmental district team (including staff in student support services, health services, curriculum and educational programs, human resources, technology, and communications) is focused on creating a cohesive guide of all resources available to support and involve students, parents, and community partners. Accomplishments include the opening of the East High School-Based Health Center, student recruitment and retention committee work, thematic school planning, and STEAM course offerings in Summer 2019.

## Progress Tracker:



## Milestones:

- Organized and launched the East High School-Based Health Center in partnership with the Christian Hospital Foundation and CareSTL; expanded internships with Christian Hospital through CAPS (Center for Advanced Professional Studies)
- Expanded access to Early Childhood programs through a free full-day ADA\* preschool program taught by teachers certified in early childhood education.
- Planned and implemented opportunities for parents and community partnerships including but not limited to Fall Family Festival, Back-to-School Community Fairs, Parents-as-Teachers for Dads, 4E (Educate, Evade, Escape, and Engage) school intruder tactical training.



\*ADA is average daily attendance and refers to the calculation used by Missouri to determine eligibility for categorical funding. For more information, see "PK Eligibility for State Aid" at <https://dese.mo.gov/sites/default/files/sf-AAPKEligibilityforStateAid.pdf>

# Goal #5A – Increase Parent and Community Involvement

| Parent Involvement and Community Partnership Strategies |   | Verified | Funding Source        | Est. Budget | Status      |
|---|---|----------|-----------------------|-------------|-------------|
| 1   | Share and publish the HSD Redistricting Plan  | 10/31/18 | General Funds         | \$10,000    | In Progress |
| 2   | Identify HSD partnership needs  | 11/21/18 | Communications Budget | \$4,500     | In Progress |
| 3   | Identify and access all current district partnerships   | 11/21/18 | N/A                   | N/A         | In Progress |
| 4   | Create additional opportunities for partnerships  | 11/21/18 | N/A                   | N/A         | In Progress |
| 5   | Increase 21st Century Internship programs   | 11/21/18 | N/A                   | N/A         | In Progress |
| 6   | Align partnerships with HSD's teaching and learning initiatives   | 11/21/18 | N/A                   | N/A         | Not Started |
| 7   | Increase opportunities through HSD Parent University  | 11/21/18 | Title I               | \$15,000    | Not Started |
| 8   | Increase use of ambassadors and advocates   | 11/21/18 | Communications Budget | \$2,000     | In Progress |
| 9   | Enhance meaningful community outreach strategies and partnerships   | 11/21/18 | N/A                   | N/A         | In Progress |
| 10  | Utilize committee work pertaining to the strategic plan, redistricting study, and student recruitment and retention | 11/21/18 | N/A                   | N/A         | In Progress |
| 11  | Assess the needs of parents and the district  | 11/21/18 | N/A                   | N/A         | Not Started |
| 12  | Use partnerships to build trust   | 11/21/18 | N/A                   | N/A         | In Progress |
| 13  | Expand volunteers and pool  | 11/21/18 | Communications Budget | \$1,500     | In Progress |
| 14  | Expand specific mentorship partnerships   | 11/21/18 | N/A                   | N/A         | Not Started |
| 15  | Measure progress based on community stakeholder input   | 11/21/18 | N/A                   | N/A         | Not Started |
| 16  | Sponsor community events that build understanding around the school district's mission, vision, and goals           | 11/21/18 | Communications Budget | \$25,000    | In Progress |
| 17  | Increase community-based opportunities for high-risk student populations with language and financial barriers       | 11/21/18 | N/A                   | N/A         | Not Started |
| 18  | Promote legislative advocacy in support of schools  | 11/21/18 | N/A                   | N/A         | Not Started |

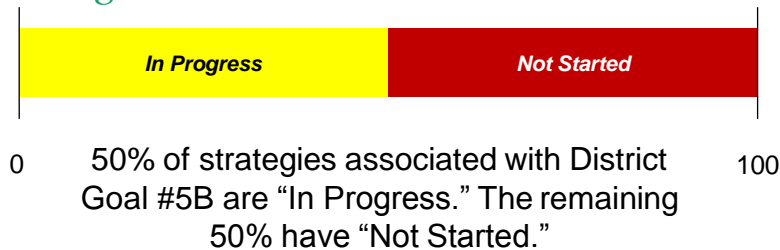


# Goal #5B - Increase Parent and Community Involvement

## Summary for Climate and Culture:

Both the Human Resources and Student Support Services Departments are collaborating to provide training and supports for staff so we implement best practices conducive to a safe and positive climate and culture across the district.

## Progress Tracker:



## Milestones:

- Completed training with case studies, expanded safe schools modules, and working with instructional leadership to provide professional growth opportunities that reinforce and sustain positive grade-level appropriate interactions across all schools and central office departments.
- Worked with the Special School District to share findings and to collaborate on personnel supports to strengthen districtwide engagement and interpersonal interactions with and among students, staff, and community stakeholders.
- Strengthened the new teacher induction processes and leadership training by creating internal capacity now designated to develop and implement an organized and consistent framework to strengthen teachers and to create clear pathways for assistant principals to become principals.



# Goal #5B – Increase Parent and Community Involvement

## Climate and Culture

| Strategies |   | Verified | Funding Source                              | Est. Budget | Status      |
|------------|---|----------|---|-------------|-------------|
| 1          | Define clear behavioral expectations for adults and students, and train, teach, and reteach appropriate behaviors | 11/12/18 | Curriculum Budget, HR, and Student Services | \$7,500     | In Progress |
| 2          | Develop a climate of sharing best practices   | 08/21/18 | N/A   | N/A         | In Progress |
| 3          | Engage parents and community members in events focused on academic growth and social emotional development        | 11/21/18 | N/A   | N/A         | Not Started |
| 4          | Collaborate with community partners to develop two-way communication strategies and protocols                     | 11/21/18 | N/A   | N/A         | In progress |
| 5          | Create a culture survey in collaboration with parents, the PTA, community partners, teachers, and staff           | 11/21/18 | HR Budget                                   | \$5,000     | Not Started |
| 6          | Use the annual data to draft climate and culture goals for the organization                                       | 11/21/18 | N/A   | N/A         | Not Started |

# Next Steps

1. Collect data and use data analytics via survey design, benchmarking, and consistent check-ins to inform and drive progress
2. Create, support and progress monitor breakthrough cross-departmental teams' efforts to reach goals
3. Focus leadership development across all departments





# Conclusion



*“Creativity is a habit, and the best creativity is the result of good work habits.”*

*- Twyla Tharp*