

HATTIESBURG PUBLIC SCHOOL DISTRICT
2021-2025 STRATEGIC PLAN
BUILT FOR GREATNESS



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ABOUT THE DISTRICT

Founded in 1885, Hattiesburg Public School District serves over 3,700 students in grades PreK-12th grade. The District consists of nine (9) schools.

PreK-5th Grade

Grace Christian
Hawkins
Rowan
Thames
Woodley

6th Grade

STEAM Academy

7th-8th Grade

N.R. Burger

9th-12th Grade

Hattiesburg High

Alternative School

Lillie Burney
Learning Center

VISION

To create a model teaching and learning environment that graduates **EVERY** student prepared for success in life, college, and the workforce.

MISSION

To educate **ALL** students to become productive citizens of a dynamic, global community.

The logo features the words "BUILT FOR GREATNESS" in a bold, blue, sans-serif font. The word "FOR" is smaller and positioned between "BUILT" and "GREATNESS". The "G" in "GREATNESS" is significantly larger than the other letters. A registered trademark symbol (®) is located at the bottom right of the word "GREATNESS".

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Dear Tiger Family,

The launch of this 2021-2025 Strategic Plan provides new opportunities for our students and our community. Our plan, titled "Built for Greatness," focuses on the strengths of our students, parents, teachers, administrators, community partners, and government officials. Our vision statement, core values and beliefs, goals, and key initiatives have been revised to meet the needs of our students as we prepare them to become productive citizens in a dynamic, global community. The strategic plan outlines goals and key initiatives needed to ensure student success. The strategic plan works to ensure all students graduate life-ready, college-ready, and workforce-ready.

Developing the Strategic Plan

This five-year strategic plan, developed with input stakeholders and organizational partners, results from that collective work for four areas.

1. Advisory Council meetings consisting of teachers, parents, and community members provided feedback on the perceptions and desires for Hattiesburg Public School District.
2. The 2020-2021 Comprehensive Needs Assessment provided feedback from parents, students, teachers, and community members across six domains – student achievement, college and career readiness, school climate and culture, curriculum and instruction, professional development, and parent and family engagement.
3. Multiple Results Assessment© measured student-, staff-, and school-level outcomes related to leadership, culture, and academics.
4. Review of Hattiesburg Public School District Accountability results

Implementing the Strategic Plan

To achieve the goals and fulfill the District's mission, the Strategic Plan must be implemented with consistency, transparency, and fidelity. We must maintain accountability for ourselves and each other. The strategic plan requires flexibility to meet the evolving needs of our students, their families, and the community. Successful implementation includes scaling significant changes over time, reexamining key initiatives as needed, and frequent review of measures of success to ensure proper alignment with goals. Additionally, as we progress through the plan, students, parents, teachers, families, and community members will be asked to provide feedback to us through advisory councils, community meetings, and periodic surveys.

As we embark on this journey, let us remain focused on our mission -- "Educate ALL Students." Great things have happened in the last five years in Hattiesburg Public Schools. Let us make the next five even greater.

Sincerely,

Robert Williams, Ph.D.

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DISTRICT CORE VALUES AND BELIEFS

Student Focused

We believe students are the central focus of all District activities and can achieve at high levels.

Student Growth and Development

We believe every adult plays a vital role in our students growth and development.

Strategic

We believe in strategically allocating resources to educate students in high-quality learning environments.

Equity

We believe in providing students a wide range of academic and extracurricular opportunities and experiences.

Leadership

We believe everyone is a leader.

Community

We believe the community plays an essential role in the District's success.

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DISTRICT GOALS

GOAL 1: Academic Success

- **EVERY** student proficient and showing growth in all assessed areas.

GOAL 2: Effective and Committed Staff

- **EVERY** classroom and department is led by caring, supportive, and highly effective staff.

GOAL 3: Positive School Climate and Culture

- **ALL** schools are safe, supportive, and welcoming.

GOAL 4: Family and Community Engagement

- **ALL** families and the community are informed, connected, and contribute to the success of our students and schools.

GOAL 5: Fiscal Responsibility and Sustainable Resources

- **ALL** District resources support the full implementation of the strategic plan.

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• **Key Initiatives**

- Implement aligned, high-quality curriculum, instructional, and assessment materials
- Support the diverse learning needs of all students through the systematic use of intervention and acceleration models (MTSS)
- Develop and implement a structured ACT preparation plan

• **Measures of Success**

- Increase reading proficiency on statewide tests to 38% or higher
 - Maintain reading growth for ALL on statewide tests to 57% or higher
 - Maintain reading growth for Lowest Performing Students on statewide tests to 57% or higher
- Increase math proficiency on statewide tests to 44% or higher
 - Maintain math growth for ALL on statewide tests to 61% or higher
 - Maintain reading growth for Lowest Performing Students on statewide tests to 61% or higher
- Increase District U.S. History proficiency to 35% or higher
- Increase District Science proficiency to 54% or higher
- Increase District College & Career Readiness accountability points to 23 or higher
- Increase District EL progress towards proficiency on statewide tests to 77.3% or higher
- Meet participation rate requirements (95%) on state tests
- Increase results-driven accountability percentage and determination to 75% or higher

GOAL 1: ACADEMIC SUCCESS: EVERY student proficient and showing growth in all assessed areas.



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- **Key Initiatives**

- Maintain a recruitment and retention plan that meets District staffing needs
- Maintain partnership with colleges, universities, and other recruitment organizations
- Align professional development and leadership opportunities
- Establish standard operating procedures for all District processes

- **Measures of Success**

- Meet in-field teacher percentage requirements
- Increase teacher retention rate to 85% or higher
- Improve District rating by increasing the letter grade or points

GOAL 2: EFFECTIVE AND COMMITTED STAFF: EVERY classroom and department is led by caring, supportive, and highly effective staff.



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• **Key Initiatives**

- Sustain positive behavior and intervention supports (PBIS)
- Enhance and sustain social-emotional supports for staff and students
- Empower students to lead their own learning by providing leadership opportunities to students
- Provide diverse educational programs (academics, arts, activities/clubs, and athletics)
- Provide a safe online learning environment for all students
- Provide positive interactions and partnership with School Resource Officers and law enforcement for all students

• **Measures of Success**

- Maintain 93% average daily attendance rate or higher
- Increase District graduation rate to 85% or higher
- Decrease dropout rate to 15% or less
- Increase the percentage of students with 3 or fewer discipline infractions
- Maintain the culture rating of each school at successful or higher on climate survey
- Maintain the number of MHSAA Scholar Athlete teams
- Maintain accreditation status for safe and orderly schools

GOAL 3: POSITIVE SCHOOL CLIMATE AND CULTURE: ALL schools are safe, supportive, and welcoming.



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• **Key Initiatives**

- Work in collaboration with the community to prepare students for early literacy and learning
- Partner with universities/colleges to enhance learning opportunities for students
- Collaborate with community partners to provide students with work-related experiences
- Provide engagement opportunities through Advisory Councils
- Implement school communication plans that provide meaningful information to parents and the community

• **Measures of Success**

- Increase the percentage of students promoted through the LBPA to 85% or higher
- Increase the percentage of District Kindergarten students on target for reading from the Fall (530+) to the Spring (681+)
- Increase District acceleration points to 62% or higher
- Meet technical skill attainment target for HPSD Career Technical Education Programs
- Meet secondary school completion target for HPSD Career Technical Education Programs
- Increase the number of parents/community members completing a needs assessment survey to 15% of student enrollment
- Maintain community partnerships that align with the Mississippi Association of Partners in Education guidelines

GOAL 4: FAMILY AND COMMUNITY ENGAGEMENT: ALL families and the community are informed, connected, and contribute to the success of our students and schools.



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• **Commitments**

- Deliver high-quality and sustainable programs in a cost-effective manner
- Ensure compliance with local, state, and federal guidelines
- Ensure financial resources are aligned with strategic plan priorities
- Maintain financial management and stewardship practices
- Enhance technology infrastructure to support student learning outcomes
- Develop a facilities and grounds maintenance plan to ensure campuses are well-maintained
- Devise and implement a capital improvement plan
- Maintain fair and competitive benefits to all employees

• **Measures of Success**

- Maintain a 12% or higher general fund balance
- Expend federal funds within the allotted time
- Maintain unmodified report audit status
- Maintain a workers' compensation experience rating of 1.0 or lower
- Maintain food cost at 50% or lower
- Maintain labor costs at 40% or lower
- Meet E-rate deadlines
- Increase/maintain Local Area Network uptime
- Increase/maintain Internet Service Plan uptime
- Maintain accreditation status

GOAL 5: FISCAL RESPONSIBILITY AND SUSTAINABLE RESOURCES: ALL District resources support the full implementation of the strategic plan.



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