

# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

#### **ABOUT THE DISTRICT**

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

#### **PreK-5<sup>th</sup> Grade**

Grace Christian  
Hawkins  
Rowan  
Thames  
Woodley

#### **6<sup>th</sup> Grade**

STEAM Academy

#### **7<sup>th</sup>-8<sup>th</sup> Grade**

N.R. Burger

#### **9<sup>th</sup>-12<sup>th</sup> Grade**

Hattiesburg High

#### **Alternative School**

Lillie Burney  
Learning Center



## **BOARD OF TRUSTEES**

Delores McNair, President

Yolanda Morris, Secretary

Eric K. Steele

Dr. Eddie Holloway

G. Neil Rogers

Percy Watson, Board Attorney

## **SUPERINTENDENT**

Robert L. Williams, Ph.D.

# HATTIESBURG PUBLIC SCHOOLS 2021-2025 STRATEGIC PLAN BUILT FOR GREATNESS

## 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, purple, sans-serif font. The word "BUILT" is on the top line, "FOR" is in a smaller font size and positioned between "BUILT" and "GREATNESS", and "GREATNESS" is on the bottom line. A registered trademark symbol (®) is located at the bottom right of the word "GREATNESS".

**BUILT FOR GREATNESS®**

# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

Dear Tiger Nation:

On behalf of the Board of Trustees for the Hattiesburg Public Schools, we thank you for your commitment to our students. The 2021-2025 Strategic Plan was developed to further advance our goal of reaching greater heights as a district and reinforce the vital role you play in our mission. Allow me to share some highlights and accomplishments over the past five years.

- \$22 million bond renewal with a 93% approval rate, one of the highest in Mississippi history
- Increased kindergarten readiness, math, and English proficiency, dual enrollment, and graduation rates
- Received \$2.1 million Pre-K Collaborative Grant
- Governor's Awards for Excellence
- Ranked #18 as "Best in State Employer" by Forbes in 2020
- Athletic Championships
- National Beta Club Distinctions and Awards
- Increased district fund balance from \$522,000 to more than \$7.5 million

To have proficient students, we must be proficient in our classroom instruction, administrative processes, fiscal accountability, daily operations, parental engagement, and community support. Our plan is designed to include every entity that impacts academic achievement. Our students **WILL** graduate prepared for college, military, or the workforce. Our students **WILL** be prepared for success. **ALL** students **WILL** receive a quality education preparing them for life after graduation.

The 2021-2025 Strategic Plan is a building block in our "Hub" of GREATNESS. We will continue to build a student-focused, success-driven District with academic excellence as our guide! We are "Built for GREATNESS"!

Yours in public education,



Delores McNair  
President-HPS Board of Trustees

# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

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 are 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. The five-year strategic plan was developed with input stakeholders through one or more of the following opportunities.

1. Advisory Council meetings consisting of teachers, parents, and community members provided feedback on the perceptions and desires for Hattiesburg Public Schools.
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 Schools Accountability results

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 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 L. Williams*

Robert L. Williams, Ph.D.  
**Superintendent**

# HATTIESBURG PUBLIC SCHOOLS 2021-2025 STRATEGIC PLAN BUILT FOR GREATNESS

## 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.**

# HATTIESBURG PUBLIC SCHOOLS 2021-2025 STRATEGIC PLAN BUILT FOR GREATNESS

## DISTRICT BRAND VOICE

Hattiesburg Public Schools' brand voice, ***Burg Built***, consists of the following five (5) characteristics:

1. Strong - ability to withstand opposition
2. Leadership - doing the right thing; motivating others to reach their full potential
3. Resilient - ability to recover quickly
4. Persistent – constantly pursue goals
5. Unified – demonstrates a sense of community

The phrase ***Burg Built*** celebrates our students, parents, and the community. In addition, ***Burg Built*** speaks to the strength of the City of Hattiesburg. The following themes are connected to the phrase ***Burg Built***.

- Burg Built
- Built for Greatness
- Tigers are Built Strong
- Tigers are Built Leaders
- Tigers are Built Resilient
- Tigers are Built Persistent
- Tigers are Built Unified
- Every day (Today) is a Great Day to be a Tiger



**Strong** ■ **Leaders** ■ **Resilient** ■ **Persistent** ■ **Unified**

# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

## DISTRICT GOALS

### GOAL 1: Academic Success

**EVERY** student is 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.

# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

- **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.





# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

- **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.



# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

#### • **Key Initiatives**

- Sustain positive behavior and intervention supports (PBIS)
- Enhance and sustain social-emotional supports for staff and students
- Empower students to lead their learning by providing leadership opportunities
- 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 at 95% or higher
- Maintain accreditation status for safe and orderly schools

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



# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

- **Key Initiatives**

- Work in collaboration with the community to prepare students for early literacy and learning
- Partner with universities/colleges to enhance student learning opportunities
- 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 Career Technical Education Programs
- Meet secondary school completion target for 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.



# HATTIESBURG PUBLIC SCHOOLS

## 2021-2025 STRATEGIC PLAN

### BUILT FOR GREATNESS

- **Key Initiatives**

- 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 at 95% or higher
- Increase/maintain Internet Service Plan uptime at 95% or higher
- Maintain accreditation status

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



HATTIESBURG PUBLIC SCHOOLS  
2021-2025 STRATEGIC PLAN  
BUILT FOR GREATNESS

