

# **GULFPORT SCHOOL DISTRICT**

**2023-2028**

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# **STRATEGIC PLAN**



# GULFPORT SCHOOL DISTRICT

## MISSION STATEMENT

The mission of the Gulfport School District is to inspire each student to become a problem solver, lifelong learner, and productive member of society.

## BELIEF STATEMENTS

We believe that...

- All people are responsible for the choices they make.
- Family is the most powerful influence on children and society.
- All people can learn but at different rates and in different ways.
- Self-worth and self-respect are essential to self-fulfillment.
- High expectations yield higher achievement.
- There is a basic worth in every individual.
- Education provides access to unlimited opportunities.
- Learning is a lifelong process.





# GULFPORT SCHOOL DISTRICT

## STRATEGIC RESULTS

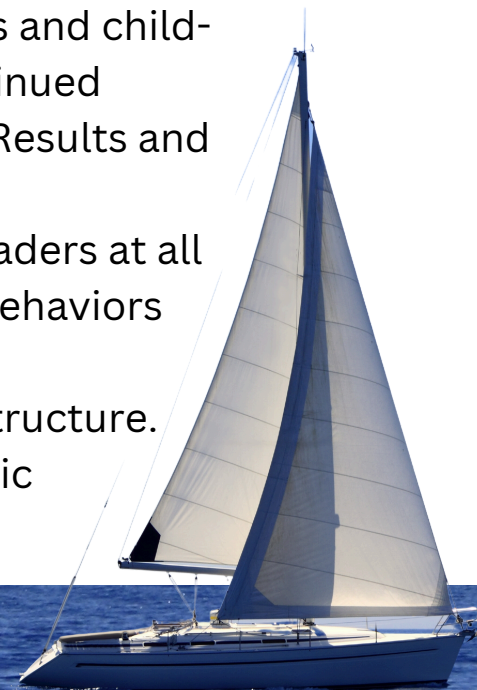
By 2028...

- All students will be pursuing their goals of further education, vocational training, military engagement, or other chosen endeavor within one year of leaving high school.
- All students will actively and continuously choose to set and achieve their goals.
- All students will systematically solve problems in their school and personal lives and accept responsibility for their choices.
- All students will meet or exceed the academic requirements of the local, state, and federal accountability standards.

## STRATEGIES

We will...

- Develop ongoing funding and budgeting processes to achieve our Strategic Results.
- Develop, through families, community agencies and child-centered facilities, trust, acceptance, and continued support of and a contribution to our Strategic Results and Mission.
- Hire, inspire, and retain personnel, including leaders at all levels that exemplify the skills, attitudes, and behaviors necessary to achieve our Strategic Results.
- Implement any changes in our organizational structure, which may be necessary to achieve our Strategic Results.



# GULFPORT SCHOOL DISTRICT

## STRATEGIC DELIMITERS

We will not...

- Allow or accept any new program or initiative that is:
  - Not consistent with or does not contribute to our Mission
  - Not accompanied by the means to assess its effectiveness
- Recruit, employ, or retain staff unless they embrace our belief statements and work toward the achievement of our Mission.



# ACTION PLAN 1

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The Gulfport School District will review, research, and plan to expand educational options within in the district.



**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 1.1:** The Gulfport School District will expand the full day virtual program for K-10th.  
**Strategic Result:** The Gulfport School District will expand the virtual program for K-12th by providing additional offerings.  
**Goal Statement:** By 2028, the Gulfport School District will be able to operate and fund a virtual K-12th program for students within the district, region, and state.

Action Steps	Timeline	Cost	Person(s) Responsible
Maximize enrollment by soliciting participation from other school districts for the Gulfport Virtual School.	2023-2028	Student cost based on per pupil district state allotment and paid by the participating school district.	Virtual Learning Coordinator Virtual Learning Administrator Virtual Learning Specialist
Expand curricular opportunities in online learning to include establishing individualized learning paths.	2023-2028	Learning Management System	School Administrator, Teacher, Counselor
Expand virtual extracurricular/elective offerings.	2023-2028	Teacher Salaries	School Administrator, Teacher, Counselor
Establish a design team to explore how 11th & 12th graders will be incorporated into the Gulfport Virtual Academy concept.	Begin 2023/2024 Continue from 2024-2028 or when design team reaches a solution	Increased teacher units and expansion of technology for teaching staff	Virtual Learning Coordinator Virtual Learning Administrator Virtual Learning Specialist Appointed Design Team



**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 1.2:** The Gulfport School District will form a collaboration to offer 9th-12th e-learning opportunities for students throughout the state of Mississippi.

**Strategic Result:** The Gulfport School District will expand the virtual program for K-12th by providing additional offerings.

**Goal Statement:** By 2028, the Gulfport School District will be able to operate and fund a virtual K-12th program for students within the district, region, and state.

Action Steps	Timeline	Cost	Person(s) Responsible
Collaborate with school districts across the state and with the Mississippi Department of Education for e-learning with certified Mississippi teachers teaching Mississippi students.	2023	Virtual Learning Specialist and Administrator	Virtual Learning Specialist Virtual Learning Coordinator Collaboration Partners
Create Master Schedule for e-learning classes.	2023	None	Collaboration Partners
Develop Marketing Strategy and Cost Per Student for Statewide e-Learning.	2023	Travel Costs. Student cost based on per pupil state expenditure and paid by the participating school district	Collaboration Partners
Implement the Mississippi Teaching Network to provide a certified Mississippi teacher to Mississippi students.	2023-2024 School Year	Teacher cost will vary depending on situation.	Director of Mississippi Teaching Network and Collaboration Partners

**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 2.1:** The Gulfport School District will expand STEM opportunities in elementary schools, improve science and social studies in elementary school, and develop opportunities to provide exposure to vocations and hands on experiences in elementary and middle school.

**Strategic Result:** The Gulfport School District will review and expand curricular opportunities within the district.

**Goal Statement:** By 2028, the Gulfport School District will work to implement and expand curricular opportunities for students Pre-K-12th Grade.

Action Steps	Timeline	Cost	Person(s) Responsible
Review current practices at site levels across the district to evaluate effectiveness of STEM opportunities. Use annual needs assessment and budget reviews to determine the possibility of other needed programs.	2023-2028	As determined by survey and evaluation	Technology, School Administrators and Department of Instructional Programs
Advance STEM for all students with emphasis on under served students by increasing interest, engagement, and success in STEM education. Partner with local businesses and colleges for field trips and hands on learning at sites.	2023-2024	Transportation	School Administrators, Teachers, Department of Instructional Programs and Counselors
Expand the GSD Professional Learning Committees and the Comprehensive Needs Assessment Survey to provide meaningful system-wide professional development and mentoring programs for all education professionals designed to increase content knowledge specific to STEM, social studies, and vocational education.	2023-2028	No additional cost based on current budgeting	Department of Instructional Programs
Evaluate, expand and enhance the current process for the integration of science and social studies in the elementary curriculum.	2023-2028	None	School Administrators, Department of Instructional Programs, Science and Social Studies Teachers
Provide opportunities to explore vocational careers at both middle schools.	2023-2028	\$60,000 for additional teacher unit	School Administrators, Counselors, Teachers

**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 2.2:** The Gulfport School District will provide real life skills (finance and real-world challenges), develop a forward looking curriculum that prepares students for participation in the global economy, incorporate high school expansion of soft-skills in the curriculum (financial literacy, interview skills, etc.), allow preparations for career in the world-wide economy and emerging technological disciplines, and offer travel and study abroad.

**Strategic Result:** The Gulfport School District will review and expand curricular opportunities within the district.

**Goal Statement:** By 2028, the Gulfport School District will work to implement and expand curricular opportunities for students Pre-K-12th Grade.

Action Steps	Timeline	Cost	Person(s) Responsible
Explore the option and possible implementation of a non-profit organization that coordinates paid workplace experiences for all Institute students, coordinates post-secondary placement, and tracks students' early career path. Funding provided by a workforce development grant that covers student wages and a full time liaison for each of the three Institutes.	2023-2028	Based on securing grants	Grant Writer; Harrison County Development Commission, Gulfport Chamber of Commerce, CTE Director, Career Pathways Specialist, Work-based Learning Coordinator
Introduce soft skills in upper elementary through seminars in AIG.	2023-2024	None	Department of Instructional Programs, CCR Teachers
Increase and diversify access to study abroad participation; design innovative interdisciplinary student abroad programs; provide meaningful global experiences and global learning pathways.	2023-2028	Approximately \$4,000 based on student ability to secure grants and/or scholarships.	Administrator, Counselor, Social Studies Department Chair

**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 2.3:** The Gulfport School District will continue to expand the Pre-K opportunities by exploring partnerships or collaborations with entities that best meet the educational needs of Pre-K students in our district. The GSD will increase the number of Pre-K classes available at each site and make Pre-K available for all 4 year old students within the district.

**Strategic Result:** The Gulfport School District will review and expand curricular opportunities within the district.

**Goal Statement:** By 2028, the Gulfport School District will work to implement and expand curricular opportunities for students Pre-K - 12th Grade.

Action Steps	Timeline	Cost	Person(s) Responsible
The Gulfport School District will continue to expand the Pre-K opportunities by exploring partnerships or collaborations with entities that best meet the educational needs of Pre-K students in our district.	2023-2028	Approximately \$596,000 Annually	Personnel Department Finance Department Federal Programs Instructional Programs Department Chief Operating Officer
Based on need and budget availability work to add one additional Pre-K classroom to each site annually (as needed).	2023-2028	Approximately \$700,000	Personnel Department Finance Department Federal Programs Instructional Programs Department Chief Operating Officer
Based on need and budget availability work to build Pre-K compatible classes at necessary sites.	2023-2028	Cost TBD	Personnel Department Maintenance Finance Department Federal Programs Instructional Programs Department Chief Operating Officer
Evaluate need and requirements of transportation for Pre-K students.	2023-2025	Cost TBD	Transportation Director School Administrator District Pre-K Liasion



**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 2.4:** The Gulfport School District will provide Social Emotional Learning strategies for students.  
**Strategic Result:** The Gulfport School District will review and expand curricular opportunities within the district.

**Goal Statement:** By 2028, the Gulfport School District will work to implement and expand curricular opportunities for students Pre-K - 12th Grade.

Action Steps	Timeline	Cost	Person(s) Responsible
Finalize implementation of 2nd Step Curriculum in Pre-K through 8th grade by providing in-depth professional development training of all Pre-K through 8th grade teaching staff.	Beginning July 2023	\$44,000 - \$50,000 Professional Development	Pre-K through 8th Classroom Teachers Department of Instructional Programs Exceptional Ed Director
Explore, encourage and implement a club system for 6th through 8th grade students based on student interests and staff integration.	Fall 2023 Survey of staff 2024-2025 Implementation	Cost: Budgeted stipends for Advisors. \$1,000 per year based on 15 meetings.	Building Administration and Advisors
Explore a club system for 4th through 5th Grade students.	2023-2024 Determine Logistics 2024-2028 Implement if need is determined based on surveys of students and teachers.	Cost: Budgeted stipends for Advisors. \$1,000 per year based on 15 meetings.	Building Administration and Teachers

**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 2.5:** The Gulfport School District will expand leadership responsibilities for students and develop partnerships with local businesses.

**Strategic Result:** The Gulfport School District will review and expand curricular opportunities within the district.

**Goal Statement:** By 2028, the Gulfport School District will work to implement and expand curricular opportunities for students 6th-12th Grade.

Action Steps	Timeline	Cost	Person(s) Responsible
Expand on current partnerships such as Ingalls, Memorial Hospital, and other opportunities offered at the High School Institutes.	2023-2028 Expand each year	Transportation	High School Administration
Elementary and Middle Schools develop partnerships with local businesses such as the Model Train Museum, Aviation Museum, IMMS, Mississippi Aquarium, Gulfport-Biloxi Regional Airport, and Lynn Meadows Discovery Center.	2023-2028	Based on MOU's	Elementary and Middle School Administration and Counselors
Partner with local government for Student Council and Student Leadership opportunities.	2023-2028	Transportation	Superintendent and School Administration
Invite business leaders into the school to speak to the students regarding leadership opportunities.	2023-2028	None	Counselor

**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

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**Strategy 3.1:** The Gulfport School District will explore the possibility of expanding graduation options for students.

**Strategic Result:** The Gulfport School District will review and expand curricular opportunities within the district.

**Goal Statement:** By 2028, the Gulfport School District will work to implement and expand curricular opportunities for students Pre-K-12th Grade.

Action Steps	Timeline	Cost	Person(s) Responsible
Gather input from all stakeholders via surveys to expand curricular opportunities.	2023-2028	No Cost	Design Team Leadership Team
Gather data from other school districts that have successful alternative high school programs.	2023-2025	Travel Costs	Design Team Leadership Team

**ACTION PLAN 1: The Gulfport School District will review, research, and plan to expand educational options within the district.**

**Strategy 3.2:** The Gulfport School District will explore the implementation of an alternative high school.

**Strategic Result:** The Gulfport School District will review and expand curricular opportunities within the district.

**Goal Statement:** By 2028, the Gulfport School District will work to implement and expand curricular opportunities for students Pre-K-12th Grade.

Action Steps	Timeline	Cost	Person(s) Responsible
Determine impact of an alternative high school on district operations.	2023-2028	Cost for Travel	Design Team Leadership Team
Explore the concept of alternative high school and gather input from all district employees.	2023-2028	Cost for Travel	Design Team Leadership Team
Identify logistics and feasibility of implementation: <ul style="list-style-type: none"> <li>• Determine facility and growth options.</li> <li>• Determine student selection criteria.</li> <li>• Project student enrollment and staffing needs.</li> <li>• Determine course options.</li> </ul>	2023-2028	N/A	Design Team Leadership Team
If viable after determining impact, logistics, and feasibility, develop an alternative high school.	2023-2028	If needed, Facility acquisition/ construction Teacher salaries Curriculum resources	Design Team Leadership Team



# ACTION PLAN 2

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The Gulfport School District will recruit, professionally develop, and retain a diverse group of high-quality individuals.



**ACTION PLAN 2: The Gulfport School District will recruit, professionally develop, and retain a diverse group of high-quality individuals.**

**Strategy 1:** Recruit and retain high-quality teachers and staff.

**Strategic Result:** All certified teaching and staff positions will be filled by high-quality personnel.

**Goal Statement:** By 2028, the Gulfport School District will be viewed as the district of choice for a diverse group of high-quality teacher and staff candidates.

Action Steps	Timeline	Cost	Person(s) Responsible
<p>Increase social media presence while being more intentional to use a variety of formats that highlight the positive experiences and benefits of working in the district and are inclusive of employees with a diverse background. This would also include modernizing the district and each school's website. Additionally, add a "benefits" tab on the website that specifically highlights the benefits of working for GSD.</p>	<p>Fall 2024</p>	<p>Cost based on current budgeting</p>	<p>Public Relations Director Technology Team</p>
<p>Add formal, exit interviews for employees who are not returning. Give them the option to complete an anonymous survey or to meet in person with a person of their choice (AP, Principal, Assistant Superintendent, etc.). Collect and aggregate the data collected from exit interviews to aid in the improvement of retaining quality personnel.</p>	<p>Spring 2024</p>	<p>Cost based on current budgeting</p>	<p>Assistant Superintendent</p>
<p>Consider hiring a full-time recruiter (this role and its duties could also fall under PR) who would work in collaboration with admin and teachers while attending recruiting events and visiting college campus alongside actual GSD teachers. This would also include follow-up visits to campuses/classes.</p>	<p>Fall 2025</p>	<p>\$60,000 - \$80,000</p>	<p>Superintendent</p>

**ACTION PLAN 2: The Gulfport School District will recruit, professionally develop, and retain a diverse group of high-quality individuals.**

**Strategy 1:** Recruit and retain high-quality teachers and staff.

**Strategic Result:** All certified teaching and staff positions will be filled by high-quality personnel.

**Goal Statement:** By 2028, the Gulfport School District will be viewed as the district of choice for a diverse group of high-quality teacher and staff candidates.

Action Steps	Timeline	Cost	Person(s) Responsible
Revise the structure of teacher supplements (include clear criteria and expected duties) and open some positions as an application process that is available to all for consideration.	Fall 2026	Cost based on current budgeting	Superintendent, Assistant Superintendent, Curriculum Director, Finance Director
Explore a district daycare concept by using an outside collaboration partnership.	Fall 2028	Based on MOU with outside organization	Vo-Tech Director Site Level Administrator District Staff
Establish and promote partnerships with local businesses to provide discounts and/or incentives for GSD teachers. Also, streamline a partnership with the City of Gulfport and the mayor's office to aid in facilitating discount cards for educators and housing benefits.	Spring 2025	No cost	Public Relations Director
Evaluate flex-medical spending to determine if mental health needs are apart of that program.	Spring 2028	Based on Employee needs	Insurance/Finance
Create an applicant pool for teachers who want to work intersession but don't have a slot available at their school.	Summer 2025	No cost	Curriculum Director & Building Principals
Work with local state representatives and senators to pass legislation allowing school districts to provide services to teachers that would not be considered "bonuses" under current interpretation and laws.	2024-2025 Legislative sessions	No cost	District Staff and local legislators

**ACTION PLAN 2: The Gulfport School District will recruit, professionally develop, and retain a diverse group of high-quality individuals.**

**Strategy 2:** The Gulfport School District will provide staff development opportunities that recruit and retain a diverse group of high-quality personnel.

**Strategic Result:** All certified teaching and staff positions will be filled by high-quality personnel. All personnel positions will be filled by diverse high-quality individuals.

**Goal Statement:** By 2028, the Gulfport School District will provide high quality staff development that recruits and retains a diverse group of high-quality personnel.

Action Steps	Timeline	Cost	Person(s) Responsible
Emphasize "grow-your-own" programs that specifically target current and former students for employment as teachers and coaches.	Spring 2026	No cost	Assistant Superintendent Teacher Academy Teacher
Provide diversity training from experts on racial bias, cultural awareness, and teaching to diverse populations (Learning Forward Equity Standards).	Summer 2024	\$50,000 - 80,000	Assistant Superintendent
Devise plan for recruiting out of state candidates.	Spring 2025	\$10,000	Assistant Superintendent

# ACTION PLAN 3

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The Gulfport School District will increase community awareness and improve public perception of our schools.



**ACTION PLAN 3: The Gulfport School District will increase community awareness and improve public perception of our schools.**

**Strategy 1:** Improve public perception and community awareness of our schools.

**Strategic Result:** Increased satisfaction, pridefulness and engagement amongst students, parents, and faculty.

**Goal Statement:** The Gulfport School District will develop a dedicated and dynamic PR program that reaches all stakeholders with clear and concise messaging, heightens brand awareness and supports an enhanced perception of the school district in our community by 2028.

Action Steps	Timeline	Cost	Person(s) Responsible
<p>Fund and develop a PR program managed by a PR Director to enhance awareness and engagement in program offerings, and successes.</p> <ul style="list-style-type: none"> <li>• Increase student and parents' awareness of school websites and the information available on them.</li> <li>• Prominent placement of school newsletter on school websites to promote web tools and beneficial information.</li> <li>• Information formatted to be easily viewed on all devices - Mobile and web.</li> <li>• Ensure information dissemination effectively utilizes and keeps up with advances in technology.</li> </ul>	2024-2025	Salary \$60,000-80,000	Superintendent Assistant Superintendent Technology Director
<p>Contract with a grant writer to actively seek and submit applications for a variety of grants including, but not limited to staffing, development, building facilities, and safety &amp; wellness.</p>	2023-2025	Based on grant writers ability to secure grants	Superintendent Assistant Superintendent PR Director
<p>Plan and promote win-win parent events that both celebrate our students and provide a beneficial experience to our parents.</p> <ul style="list-style-type: none"> <li>• Host A-Rated school-wide parties that are both informative and celebratory for families and involve multiple students through student performance -ex. concerts, plays, skits, spelling bees, science fairs, book fairs and field days.</li> <li>• Incentivize students and parents to attend school events with giveaways, drawings, and food.</li> </ul>	Fall of each school year 2023-2028	Based on site level budgets	District Administration



**ACTION PLAN 3: The Gulfport School District will increase community awareness and improve public perception of our schools.**

**Strategy 1:** Improve public perception and community awareness of our schools.

**Strategic Result:** Increased satisfaction, pridefulness and engagement amongst students, parents, and faculty.

**Goal Statement:** The Gulfport School District will develop a dedicated and dynamic PR program that reaches all stakeholders with clear and concise messaging, heightens brand awareness and supports an enhanced perception of the school district in our community by 2028.

Action Steps	Timeline	Cost	Person(s) Responsible
<p>Conduct quarterly parent surveys to solicit feedback on school/district image and curriculum needs being effectively met.</p> <ul style="list-style-type: none"> <li>• Use multi-media channels to administer quarterly surveys to garner the most participation -ex. website, newsletter, Facebook</li> <li>• Promote surveys as quick and short and explain why we need input.</li> </ul>	Fall 2023-2025	No cost	GSD Faculty and staff
<p>Actively seek high-profile and high-visibility opportunities to increase GSD's presence in the community.</p> <ul style="list-style-type: none"> <li>• Feature GSD students at State of the City</li> <li>• Strengthen student and staff representation in civic organizations</li> <li>• Establish individual neighborhood outreach at city events -Health Fairs, tours, Rising Stars</li> <li>• Nominate teachers and administrators for local, state, and national awards</li> <li>• Celebrate site level successes through recognition at board meetings</li> </ul>	Fall 2023-2025	No cost	GSD Faculty and staff
<p>Launch GSD marketing campaign to build pride in our school system throughout Gulfport with students, parents and businesses alike.</p> <ul style="list-style-type: none"> <li>• Secure Gulfport business sponsors to offset cost and build enthusiasm and engagement in the campaign.</li> <li>• Update commercial</li> <li>• Create a District hype video</li> </ul>	Fall 2023-2025	Sponsored by outside entities or \$15,000 District Budget	PR Director
<p>Create awareness and support for STEM education across the state of Mississippi. Identify and showcase STEM events statewide.</p>	2023-2028	Transportation and Registration Costs	Department of Instructional Programs



# ACTION PLAN 4

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The Gulfport School District will provide safe and secure facilities and explore opportunities for expanding facilities to meet the needs of the district and the community served by the district.



**ACTION PLAN 4: The Gulfport School District will provide safe and secure facilities and explore opportunities for expanding facilities to meet the needs of the district and the community served by the district.**

**Strategy 1:** Provide safe and secure facilities and explore expansion.

**Strategic Result:** The Gulfport School District will increase safety measures and explore expansion opportunities.

**Goal Statement:** By 2028, the Gulfport School District will increase safety measures district wide and explore the expansion of facilities to meet the growing needs of the district and community.

Action Steps	Timeline	Cost	Person(s) Responsible
Expand the athletic facility on the GHS campus to include a new stadium around the existing track.	2023-2025, Discuss feasibility with community leaders and Gulfport School District supporters. 2025-2028, Discuss funding sources and action plans for expansion.	\$12,000,000	Finance, Athletic Department, Maintenance Operations
Increase the safety measures by providing full-time SR Os to each site within the Gulfport School District.	2023-2025	\$450,000 currently Budgeted \$275,000 Increase in Budget	Finance, Personnel, Superintendent, Assistant Superintendent, City of Gulfport
Explore increasing student capacity within local school zones with upgrades to Central Elementary, Pass Road Elementary, Bayou View Middle School and West Elementary.	2023-2028	No Cost Cost: \$280,000 per classroom based on determined need	Maintenance Operations, Finance, Superintendent, Assistant Superintendent