



BUILT FOR GREATNESS

**STRATEGIC PLAN
2026-2031**



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Hattiesburg Public Schools Board of Trustees

Dr. Delores McNair, President
Yolanda Morris, Secretary
G. Neil Rogers, Member
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Message from the Board of Trustees

Dear Tiger Nation,

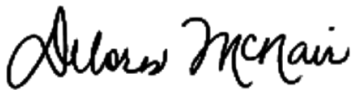
On behalf of the Hattiesburg Public School District Board of Trustees, we are proud to introduce the District's 2026–2031 Strategic Plan, *Built for Greatness: Creating a Culture to Compete, Lead, and Win -Together*. This plan reflects our collective belief in the promise of public education and, most importantly, in the limitless potential of every scholar we serve.

As Trustees, we are charged with setting a clear vision and ensuring that every decision advances our mission—to educate and empower all students to become productive citizens. This Strategic Plan serves as a bold and intentional roadmap, aligning governance, leadership, and instructional priorities to ensure that all students graduate prepared for success in their chosen career paths. This plan was shaped by voices across our District and community. It reflects thoughtful engagement, honest reflection, and a shared mission to build upon our strengths while addressing the challenges before us. It is not merely a document, but a commitment—to excellence, equity, continuous growth, and care.

At the heart of this plan is our belief that our students can compete with purpose, lead by example, and win with perseverance. These principles guide our expectations and affirm our responsibility to provide the opportunities, resources, and support necessary for every student to thrive.

Hattiesburg Public Schools has demonstrated success through the previous strategic plan, and the future before us is even brighter. The Board of Trustees is committed to monitoring progress, upholding transparency, and remaining engaged with our families, staff, students, and community partners. With shared purpose and unwavering commitment, we will continue moving forward in GREATNESS.

Built for Greatness,



Delores McNair, Ed.D.

President, Board of Trustees

Hattiesburg Public Schools

Letter from the Superintendent

The 2026–2031 Strategic Plan, “*Built for Greatness: Creating a Culture to Compete, Lead, and Win - Together*,” is grounded in the strengths of our students, families, staff, and community partners and positions our District for continued growth. It reflects our commitment to our mission—to educate and empower all students to become productive citizens—and our vision of a model teaching and learning community that graduates every student prepared for success in life, college, and the workforce. The plan outlines how we will equip students with the knowledge, skills, and experiences needed for success after graduation.

This strategic direction reinforces a mindset that is uniquely ours—being BURG-Built. In Hattiesburg, our students **Compete with Purpose, Lead by Example, and Win** with Persistence and Resilience. These principles define what it means to be BURG-Built and reflect the greatness within every student, affirming that, with the right support, opportunity, and encouragement, our students will rise to meet every challenge.

Developing the Strategic Plan

Our five-year roadmap was created through engagement across the District. The work included:

- Guidance from the Staff and Community Advisory Councils,
- A comprehensive review of the Needs Assessment Surveys and SWOT Analysis,
- Analysis of District and school performance data.


Implementing Our Strategic Vision

Achieving our goals and fulfilling our mission will require consistency, leadership, and work, with our focus firmly centered on what matters most—OUR STUDENTS. Success depends on shared accountability—for ourselves and to each other—and as we move forward, our work will be (a) guided by data, (b) informed by stakeholder feedback, and (c) responsive to the evolving needs of students and families.

Effective implementation includes scaling initiatives over time, reviewing key success metrics, and ensuring alignment with our core priorities. Families, students, staff, and community members will continue to play a vital role through advisory councils, listening sessions, community meetings, and periodic surveys.

As we move forward with purpose and clarity, let us stay focused on our mission—**educating all students—and remain inspired by our motto, “Built for Greatness.”** The past 10 years have brought significant progress to Hattiesburg Public Schools, and with your continued support, the next five years will be even more transformative.

Sincerely,



Robert Williams, Ph.D.
Superintendent

District Overview

ABOUT OUR DISTRICT

Founded in 1885, Hattiesburg Public Schools serves over 3,900 students in grades PreK-12th grade.

The District consists of nine (9) schools.

PREK-5TH GRADE

Grace Christian
Hawkins
Rowan
Thames
Woodley

6TH GRADE

Hattiesburg
STEAM Academy

7TH-8TH GRADE

N. R. Burger
Middle School

9TH-12TH GRADE

Hattiesburg
High School

ALTERNATIVE SCHOOL

Lillie Burney
Learning Center

TIGER ATHLETIC SPORTS

19

*As of 2024-2025 School Year

LEARNING BEYOND THE CLASSROOM



THE UNIVERSITY OF
SOUTHERN MISSISSIPPI



PEARL RIVER
COMMUNITY COLLEGE

A partnership with PRCC, which allows students the opportunity to complete high school and graduate with a diploma and an associate's degree. A partnership with USM affords students the opportunity to take college classes while in high school.

THE ARTS



Art | Band | Chorus | Band |
Forensics | Strings | Dance

HATTIESBURG EARLY LEARNING COLLABORATIVE

Provides a community-wide effort to make
Pre-K available for everyone.

300
Students

18
Classrooms



CAREER AND TECHNICAL EDUCATION

CTE IS EMBEDDED ACROSS THE DISTRICT
BEGINNING IN 6TH GRADE AND CULMINATING
AT THE HIGH SCHOOL LEVEL OFFERING 15
COURSES.

*National certifications and dual credit opportunities

INSIDE THE CLASSROOM

STUDENT | TEACHER
RATIO

13:1



26 NATIONAL BOARD

for Professional Teaching Standards®

551

376

District
Employees

District
Teachers

*As of 2024-2025 School Year



DISTRICT GRADUATION

94.4%



RATE

CHAMPIONS SQUARE

BOYS BASKETBALL

1972, 1974 & 2023

GIRLS BASKETBALL

2018

BOYS TRACK AND FIELD

1984, 1989, 1990, 2018, 2019, 2021 & 2024

GIRLS TRACK AND FIELD

2021, 2024 & 2025

COMMUNITY PARTNERSHIPS



Community partnerships play a large role in the success of our District. HPS' community partners are connected directly to HPS academic student learning/achievement.

FOR MORE INFORMATION

For more information, please contact us at 601-582-5078. Also, visit our website at www.hattiesburgpsd.com



Vision

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

Mission

To educate and empower all students to become productive citizens of a dynamic, global community

Beliefs

As a District Built for Greatness, we believe in ...

- ***competing with purpose.*** Every student and adult should give their best effort and strive for greatness in all that they do, regardless of the challenge.
- ***leading by example.*** We believe greatness is doing what is right and modeling it for others.
- ***winning through persistence and resilience.*** We believe greatness comes from pushing through challenges and learning from setbacks.

Strategic Goals

Goal 1: Academic Success: EVERY student is proficient or showing growth in all assessed areas.

Goal 2: Future Readiness: EVERY student is equipped with the knowledge, skills, and experiences necessary for success after graduation.

Goal 3: Effective and Committed Staff: EVERY classroom and department is led by caring, supportive, and effective staff.

Goal 4: Positive School Climate: ALL schools are safe, supportive, and welcoming.

Goal 5: Family and Community Engagement: ALL families and the community are informed, connected, and contribute to the success of our students and schools.

Goal 6: Fiscal Responsibility and Sustainable Resources: ALL District resources support the full implementation of the strategic plan.

Portrait of a TIGER Graduate

T – Thinkers and Problem Solvers

Graduates think critically, solve problems, and apply reasoning to real-world challenges.

I – Informed Decision-Makers

Graduates make informed, ethical decisions by evaluating options, using sound judgment, and demonstrating integrity.

G – Growth-Minded Learners

Graduates demonstrate grit and perseverance by embracing challenges and learning from setbacks.

E – Effective Communicators

Graduates communicate clearly, listen actively, and collaborate effectively with diverse audiences.

R – Ready and Reliable Citizens

Graduates are responsible, empathetic, and dependable citizens ready for life, college, and the workforce.



Goal 1: Academic Success

EVERY student is proficient or showing growth in all assessed areas.

By the end of 2031, we will ...

Performance Objectives:		Measures of Success
1	Improve Math Proficiency.	<i>60% or higher</i>
2	Maintain Math Combined Growth Score.	<i>120 points or higher</i>
3	Improve Reading Proficiency.	<i>60% or higher</i>
4	Maintain Reading Combined Growth Score.	<i>120 points or higher</i>
5	Improve Science Proficiency.	<i>60% or higher</i>
6	Improve English Language Progress.	<i>40 points or higher</i>
7	Ensure the District meets or exceeds established performance standards for student achievement and growth.	<i>B rating or higher</i>
8	Meet the MAAP assessment participation requirements.	<i>95% or above</i>

Key Strategies:

- Deliver high-quality Tier I instruction through consistent use of high-impact teaching strategies.
- Implement aligned curriculum materials with fidelity to ensure rigorous learning in every classroom.
- Build staff capacity through ongoing, job-embedded professional development.
- Strengthen and fully implement the MTSS framework to provide tiered support, targeted interventions, and early identification of needs, ensuring every student demonstrates measurable academic growth.
- Expand extended learning opportunities before, during, and after school—including targeted summer, after-school, and intersession programs.
- Provide teachers with targeted strategies and ongoing support to accelerate EL student proficiency and monitor growth.
- Ensure EL students have access to both core and enrichment programs.
- Engage and support EL families as collaborative partners in the educational process.
- Establish District and school-level processes to monitor assessment participation.
- Keep parents and students well-informed about assessments through clear and accessible communication.
- Collaborate with staff and families to reduce absenteeism and ensure all students participate in assessments.

By the end of 2031, we will ...		
Performance Objectives:		Measures of Success
9	Increase the percentage of students who are on-grade readers by the end of 3rd grade.	85% or higher
10	Improve Early Literacy and Numeracy Readiness.	Increase from Fall to Spring MKAS
Key Strategies: <ul style="list-style-type: none"> Expand early childhood access and readiness by strengthening the Early Learning Collaborative and ensuring high-quality Pre-K programs. Develop a comprehensive literacy framework that: <ul style="list-style-type: none"> Creates literacy-rich, developmentally appropriate classroom environments. Builds a District-wide culture of literacy, grounded in the Science of Reading. Actively engages families and community partners to reinforce foundational literacy skills. Implement a structured early numeracy program that incorporates targeted instruction, hands-on learning, and ongoing progress monitoring to develop foundational math skills in all early learners. Use early literacy screening and progress monitoring tools to guide instruction and ensure readiness for kindergarten and beyond. Build staff capacity through ongoing, job-embedded professional development. 		

By the end of 2031, we will ...		
Performance Objectives:		Measures of Success
11	Improve results-driven accountability percentage and determination goals.	75% or above
Key Strategies: <ul style="list-style-type: none"> Deliver high-quality, inclusive instruction informed by student data and aligned to IEP goals. Strengthen transition planning and services to prepare students for life after high school. Build staff capacity through ongoing, job-embedded professional development to support inclusive practices and IEP implementation. Engage and support families as collaborative partners in the IEP process and student support planning. 		

Goal 2: Future Readiness

EVERY student is equipped with the knowledge, skills, and experiences necessary for success after graduation.

By the end of 2031, we will ...

Performance Objectives:		Measures of Success
1	Increase <u>Acceleration</u> Readiness.	<i>Baseline</i>
2	Increase <u>Achievement</u> Readiness.	<i>Baseline</i>
3	Increase <u>Assessment</u> Readiness.	<i>Baseline</i>

Key Strategies:

- Implement a structured college and career readiness plan aligned with Mississippi's accountability model that includes early endorsement planning and advising and ongoing progress monitoring.
- Increase participation in advanced coursework—including AP, dual credit/dual enrollment, and Endorsement-Aligned CTE courses.
- Expand offerings in computer science and Artificial Intelligence to prepare students for high-demand, future-ready careers.
- Expand Workforce Exposure Partnerships with businesses and community partners to offer real-world experiences such as internships, mentoring, and job shadowing.
- Provide targeted test prep to boost ACT, ACT WorkKeys, ASVAB, and certification scores.
- Provide additional academic counseling support for secondary schools.

By the end of 2031, we will ...

Performance Objectives:		Measures of Success
4	Maintain/Improve the graduation rate.	<i>90% or higher</i>
5	Decrease the dropout rate.	<i>10% or less</i>

Key Strategies:

- Implement Early Warning Systems (EWS) that use real-time data on **Attendance, Behavior, Course performance, and Diploma track (the "ABCDs")** to identify students at risk and provide timely interventions.
- Academic counselors serve as case managers for students flagged through the ABCDs.
- Expand flexible and alternative learning pathways that allow students to earn credits, recover coursework, and remain on track for graduation through online or blended learning opportunities.

Goal 3: Effective and Committed Staff

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

By the end of 2031, we will ...		
Performance Objectives:		Measures of Success
1	Meet the In-field teacher percentage requirements.	<i>Meet Accreditation</i>
2	Recruit and retain highly qualified teachers.	<i>85% or above</i>
3	Improve the retention rate of first-year teachers.	<i>50% or higher</i>
4	Sustain staffing efficiency through the academic year.	<i>95% or higher fill rate (Certified and classified)</i>
5	Lower Workers' Compensation Rating through Safety and Risk Management.	<i>1.0 or lower</i>
Key Strategies: <ul style="list-style-type: none"> ● Attract top talent through partnerships with colleges and recruitment organizations, job fairs, and alternative certification pathways. ● Maintain competitive compensation and regularly review incentives. ● Strengthen retention through onboarding, mentoring, stay interviews, and exit surveys. ● Implement a performance-based recognition program that recognizes school performance. ● Provide regular safety and risk management training for all staff. ● Conduct workplace safety audits, inspections, and hazard mitigation to prevent injuries. ● Work with carriers to identify high-risk areas and implement recommended safety improvements. 		

By the end of 2031, we will ...		
Performance Objectives:		Measures of Success
7	Maintain High Teacher Attendance to Ensure Daily Instructional Stability.	93% or higher
8	Sustain a positive, supportive workplace culture.	At least 80% of staff report positive job satisfaction on surveys
Key Strategies: <ul style="list-style-type: none"> • Ensure teachers have resources, planning time, and classroom support needed to be effective. • Offer access to employee assistance programs, mental health supports, and wellness programs. • Acknowledge employee perfect attendance each term to reinforce positive habits. • Implement formal and informal, two-way communication protocols to ensure timely, transparent dialogue and actionable feedback across all levels (staff, leadership, and stakeholders). • Regularly assess and analyze workplace climate data to ensure that employees feel valued, supported, and empowered to perform at their highest levels. 		

By the end of 2031, we will ...		
Performance Objectives:		Measures of Success
9	Establish and maintain clear, consistent Standard Operating Procedures (SOPs) for all major District processes and procedures.	0 major audit findings
		SOPs updated and current
10	Provide job-embedded PD to all staff.	95% of Staff Receiving Job-Embedded PD
Key Strategies: <ul style="list-style-type: none"> • Ensure that all District and departmental Standard Operating Procedures are current, clearly documented, and aligned with state regulations, board policies, and best practices, promoting consistency and accountability across all operations. • Provide ongoing communication and training to ensure all employees understand, access, and effectively implement District Standard Operating Procedures in their daily responsibilities. • Develop a centralized platform to track and manage all Standard Operating Procedures. • Implement systems to regularly review and monitor compliance with established SOPs, using data, audits, and feedback to identify gaps and ensure procedural fidelity. • Provide ongoing, job-embedded professional development tailored to departmental needs that improves efficiency, compliance, and employee effectiveness in carrying out SOPs. 		

Goal 4: Positive School Climate

ALL schools are safe, supportive, and welcoming.

By the end of 2031, we will ...

Performance Objectives:		Measures of Success
1	Ensure the Physical Safety of each campus.	<i>100% compliance</i> <i>Maintain accreditation</i>
2	Implement Evidence-Based Behavior and Social-Emotional Supports (MTSS).	<i>80-85% of students > 0-2 ODRs</i> <i>10-15% of students > 3-5 ODRs</i> <i>>10 % 6 or more ODRs</i>
3	Maintain a positive school climate.	<i>At least 80% of those surveyed report a positive experience</i>
4	Sustain attendance.	<i>93% average daily attendance rate or higher</i>

Key Strategies:

- Maintain secure entry points with locked doors and visitor check-in procedures.
- Install security cameras in key areas.
- Maintain and regularly review crisis response plans.
- Employ resource officers to monitor school grounds.
- Provide ongoing training in de-escalation, threat assessment, and emergency response.
- Recognize and celebrate students for their academic progress, attendance, and milestones to keep them engaged and motivated to graduate.
- Implement Tier 1 universal supports for all students (academic, behavioral, social-emotional).
- Provide targeted Tier 2 and intensive Tier 3 interventions based on data from behavior referrals, attendance, and academic performance.
- Define clear schoolwide expectations for behavior and teach them explicitly.
- Require all teachers to implement classroom management plans aligned with PBIS.
- Train all staff in Capturing Kids' Hearts to foster strong relationships, enhance student engagement, and mitigate behavioral issues.

By the end of 2031, we will ...

Performance Objectives:

Measures of Success

5	Recognize and reward sports teams that meet or exceed MHSAA academic standards for scholar-athlete recognition.	<i>90% or higher</i>
6	Ensure student-athletes meet academic eligibility requirements each semester.	<i>95% or higher</i>
7	Ensure equitable opportunities for all genders in extra and co-curricular activities.	<i>No substantiated Title IX complaints</i>
8	Maintain safe, functional, and accessible athletic facilities.	<i>Target 85% positive feedback</i>
9	Manage athletic budgets efficiently to maximize resources.	<i>No audit findings or purchasing violations</i>

Key Strategies:

- Implement academic progress monitoring across all MHSAA-sponsored activities.
- Publicly recognize scholar-athlete teams through board reports, school announcements, and District media.
- Implement eligibility checks at progress reports and grading periods.
- Provide coaches with clear academic monitoring expectations.
- Provide equitable funding and resources across boys' and girls' programs.
- Conduct regular safety and facility inspections.
- Collaborate with maintenance and operations staff on repair schedules.

Goal 5: Family and Community Engagement

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

By the end of 2031, we will ...

Performance Objectives:		Measures of Success
1	Provide regular, clear, and timely communication to families.	<i>At least 80% of parents feel informed</i>
2	Increase parent participation in school activities, events, and decision-making opportunities.	<i>At least 80% of parents report that sufficient opportunities for family engagement are provided</i>
3	Strengthen partnerships between schools and the community.	<i>Each school documents at least three (3) active community partnerships with clear goals and roles. (i.e., MAPE Awards)</i>

Key Strategies:

- Utilize multi-channel communication (i.e., email, text, and social media) to share important information regularly.
- Develop a District-wide communications calendar (weekly/monthly newsletters, event reminders, progress reports) to ensure consistency.
- Provide opportunities for parents to ask questions, give feedback, and engage in dialogue via surveys, online forms, or parent forums.
- Host workshops, family nights, and parent-teacher conferences that actively engage and inform parents.
- Involve parents in school-level and District advisory councils and improvement teams.
- Offer meaningful and flexible volunteer roles for parents.
- Identify and align local business and community partners' services and programs with the needs of students.
- Implement programs with community partners (mentoring, tutoring, health services, extracurricular enrichment) and regularly monitor participation and impact.

Goal 6: Fiscal Responsibility and Sustainable Resources

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

By the end of 2031, we will ...

Performance Objectives:

Measures of Success

1	Ensure budget allocations support strategic goals and student needs.	<i>Complete annual audits with no significant findings or material weaknesses</i>
2	Expend federal funds within the allotted time.	<i>Meet deadlines for expenditures</i>
3	Strengthen accountability, maintain compliance, and safeguard resources.	<i>Maintain unmodified audit status</i>
4	Optimize Resources and Plan for the Future.	<i>Maintain a 12% or higher general fund balance</i>

Key Strategies:

- Allocate funds based on enrollment, performance, and student needs.
- Ensure budget planning reflects District strategic goals.
- Conduct periodic budget reviews and routine internal audits.
- Provide ongoing staff training on compliance, grants, and procurement.
- Ensure timely, transparent reporting to the board and agencies.
- Strengthen personnel, procurement, and operational systems.
- Leverage technology to improve service and responsiveness.
- Plan for future capital, operational, and sustainability needs.

By the end of 2031, we will ...

Performance Objectives:

Measures of Success

5	Ensure students have access to nutritious, appealing, and well-managed meal services.	<i>60% breakfast and 85% lunch participation rates</i>
6	Maintain Financial Sustainability.	<i>Maintain food costs at 50% or lower, or maintain 3 months' operating costs</i> <i>Maintain labor costs at 40% or lower, or maintain 3 months' operating costs</i>

Key Strategies:

- Conduct regular audits and site visits to verify compliance.
- Monitor meal quality and appearance through regular inspections.
- Utilize the Student Nutrition Advisory Council (SNAC) to gather direct feedback and improve the daily dining experience for all students.
- Review FSMC financial and operational reports regularly.
- Hold quarterly meetings to review performance and share best practices.
- Set clear expectations in the contract for cost management and efficiency.

By the end of 2031, we will ...		
Performance Objectives:		Measures of Success
7	Ensure campuses are safe, well-maintained, and conducive to learning.	80-85% positive ratings
8	Plan and Implement Long-Term Facility Improvements.	Completion
Key Strategies: <ul style="list-style-type: none"> • Implement preventive maintenance schedules for all buildings and equipment. • Use a work order system to track and efficiently complete maintenance requests. • Maintain clean, safe, and attractive grounds at all schools. • Ensure safety and accessibility compliance through regular inspections. • Provide staff with proper tools, equipment, and training. • Conduct comprehensive facility assessments for safety, capacity, instructional use, and accessibility. • Develop and prioritize long-term improvement plans with clear timelines and funding sources. • Replace the old two-story at Hattiesburg High. 		

By the end of 2031, we will ...		
Performance Objectives:		Measures of Success
9	Ensure Device Access and Readiness.	≥ 95% of students with access to functioning devices
10	Maintain Network Reliability and Security.	Local Area Network uptime ≥ 95% Internet Service Plan uptime ≥ 95% All E-rate deadlines met for funding and compliance
11	Enhance Technology Support and Staff Capacity.	Ticket response time ≤ 5 days for routine tickets
Key Strategies: <ul style="list-style-type: none"> • Maintain a Modified 1:1 Device Program so every student has a personal learning device. • Conduct annual assessments of device functionality and school technology needs. • Implement network monitoring tools to detect issues proactively. • Regularly update and test disaster recovery and backup systems. • Implement regular preventive maintenance for all operational technology. • Track lifecycle and replacement schedules for critical IT equipment. • Establish a technology helpdesk knowledge base for faster issue resolution. • Provide ongoing training and certifications for IT staff to keep up with emerging technology. 		

By the end of 2031, we will ...

Performance Objectives:

Measures of Success

1	Maintain a Safe and Reliable Fleet.	<i>% of active fleet buses passing annual safety inspections (Target: 95%)</i>
2	Increase Route Efficiency.	<i>On-time arrival rate (Target: 95%+)</i>

Key Strategies:

- Implement scheduled bus maintenance and safety inspections.
- Monitor fleet performance and plan for timely replacements or upgrades.
- Provide training and resources to drivers and maintenance staff.
- Use route planning software to improve efficiency.
- Adjust routes periodically based on enrollment and traffic patterns.
- Ensure buses are replaced on a systematic basis.



Compete

Lead

Win