

Strategic Plan

2022-2025



mississippi**SCHOOL**
of the **ARTS**

imagine. create. realize.



Vision

At the Mississippi School of the Arts, we envision a challenging, dynamic, supportive community of diverse learners where artists imagine, create, and realize a better world in which to live and work.

Mission

To provide a challenging academic and arts education for artistically gifted Mississippi students in a residential learning environment that promotes honor, integrity, service, and life-long learning.



Values

MSA believes in cultivating the whole child through:

- ♦ Cultivating a safe and stable environment that encourages opportunity.
- ♦ Remaining process and goal-oriented based upon standards and achievement.
- ♦ Cultivating a diverse culture of learning, responsibility, service, and creativity.
- ♦ Cultivating shared ownership within our community and state.
- ♦ Empowering all staff and students to make a positive impact in their environment.
- ♦ Demonstrating caring while creating a family-oriented school.

We Rise, We Fly, We Shine!

Long Term Goals

- A) Complete Campus
- B) 7 Disciplines
- C) Engagement Programs
- D) Resident Artist Program
- E) Increased Self-sufficiency
- F) Exemplary Arts School Designation



GOALS

- A) By 2027, MSA will have a **complete campus** with fully functioning buildings including: a dormitory housing 300, Cooper Hall, Enochs Hall, Elizabeth Cottage, Johnson Institute, Lamp-ton Auditorium, and Y-Hut.
- B) By 2027, MSA will have **seven disciplines** of study – Dance, Instrumental Music, Literary Arts, Media Arts, Theatre, Visual Arts, and Vocal Music.
- C) By 2025, MSA will have **engagement programs** that serve state youth through summer camps, touring programs, and activities.
- D) By 2025, MSA will have an in-depth **resident artist program** to offer an opportunity for professionals to imagine, create, and realize while educating students.
- E) By 2025, MSA will have **increased self-sufficiency** to elevate and sustain MSA programming.
- F) By 2023, MSA will receive renewed as an **Exemplary Arts School Designation** by the Arts School Network.

On the following pages, MSA departments have established purpose statements, short/long term objectives, and actions to accomplish these long term goals by the year 2027. Budgetary requirements are to be considered detrimental in fulfillment of these goals. The operating budget and grant funding are secured each year with legislative action. Implications and timelines may shift based upon funding and staffing. Responsibilities for the actions and timelines are established annually through planning meetings in each department with the administration. An annual review of this document is conducted to modify and adjust based upon realities of budgetary and human resources.

ACADEMICS

Purpose Statement, Short, and Long Term Objectives and Actions

MSA Academics aims to educate students in academics and arts to prepare for their careers and opportunities beyond graduation.

Short Term Objectives and Actions

- A. Create and maintain high expectations for all stakeholders
 - 1. Quantify feedback from competitions, post graduation statistics, surveys, testing, and student growth in 2022-23
 - 2. Implement continuity and consistency in utilization of higher order thinking processes – experiential learning, critical response process, and the creative process each year
 - 3. Evaluate curriculum and content needs to remain relevant, in compliance, and prepare students for next steps after graduation utilizing student growth in pre/post data sources each year
 - 4. Reflect, Evaluate, Analyze, and Implement strategies as needed for relevant instruction, technology, and learning each year
 - 5. Create systematic remediation measures for students in 2022-23
- B. Cultivate an environment that inspires all to strive for greatness
 - 1. Implement community activities to celebrate the campus in 2022-23
 - 2. Assist all stakeholders in their pursuits toward improvement – student learning; parental involvement; and professional development each year
 - 3. Maintain and implement high quality instruction that is current industry standard in each content area each year
 - 4. Create research opportunities for arts education and professional development across the state in 2023-24
- C. Improve attendance, timeliness, commitment of faculty/students
 - 1. Implement fair and consistent accountability measures for staff in 2022-2023
 - 2. Implement Attendance plan for student absenteeism each year
 - 3. Improve professional development to increase collaboration and effective instruction each year
 - 4. Implement peer teaching and sharing opportunities in 2023-24
 - 5. Attend conferences and sharing among colleagues in 2023-24
 - 6. Collaborate with university partners in 2024-25
- D. Improve advocacy, equity, and social awareness in programming and operations
 - 1. Implement task force meetings, plans, and activities each year
 - 2. Continue Diversity Club meetings and activities each year
 - 3. Implement Seminars each year
 - 4. Implement relevant professional development each year
 - 5. Revise hiring and recruitment practices as needed for greater diversity in 2022-23
- E. Continuous effective communication strategies with stakeholders
 - 1. Hold community activities each year
 - 2. Increase parental involvement each year
 - 3. Improve student communications each year
 - 4. Improve staff communications each year
 - 5. Improve and better utilize social media and website each year



Long Term Objectives

- A. Increase full time staff for all programs by 2027
- B. Increase space for arts and academic programming by 2027
- C. Add Instrumental Music program of study by 2027
- D. Increase partnership with a higher education institution for degree options by 2025
- E. Expand the guest artist program with in-depth residencies by 2025
- F. Succession planning by 2025

Budget Implications—Adding programs and staff will be a large increase and contingent upon the legislature. Estimated need \$400,000 annually.

Staff Implications—Many of the short term objectives will not require more people, just a reallocation of duties to improve functionality.

RESIDENCE LIFE

Purpose Statement, Short, and Long Term Objectives and Actions

MSA Residence Life aims to create an atmosphere of support for students where personal growth, life skills, and academic learning are enhanced through daily attention to physical, emotional, and mental health needs of the students.

Short Term Objectives

- A. Create avenues of simple and effective communication between students and residence life staff each year
- B. Create and encourage activities for students that will provide laughter, positivity, independent thought, physical health and leadership skills each year
- C. Provide improved spaces of the Student Life Center where students can relax and spend casual time together each year
- D. Create an inclusive, diverse environment that promotes acceptance, compassion, and openness among students and staff each year
- E. Succession planning in 2022-23

Actions for Objectives

Create better use of physical space to create means of communication through television, computers, bulletin boards, etc. in 2022-23

Increase daily interactions with students and staff with “check in” opportunities each year

Increase weekly interactions with staff to staff “check in” opportunities each year

Survey students for what they would enjoy doing that is connected to their culture, life, or friends and implement as much as possible each year and create a committee that meets monthly in 2022-23

Increase communication efforts with families beyond disciplinary issues in 2022-23

Evaluate hiring and recruitment practices to increase diversity among students and staff in 2022-23

Increase weekend activities that have character education embedded in 2022-23

Increase physical activities available on campus during down time in 2023-24

Increase frequency of weekend activities with experiences for all types of students in 2023-24

Create opportunities to work in underserved areas through tours, visits to other communities for events, or volunteerism in 2023-24

Identify professional development opportunities for on campus and off campus participation for staff in 2023-24

Long Term Objectives

- A. Create collaborative efforts campus wide that develop transparency, trust, and commitment between students, staff, and student families by 2025
- B. Increase professional development opportunities for Residence Life staff for growth, effectiveness, and inspiration that creates an ownership in the mission of MSA and a desire to be at the “top of their game” individually by 2025

Budget Implications—Create a budget for activities (\$5000 annually); \$100,000 to replace the antiquated furniture; \$50,000 to support a student affairs/diversity liaison.

Staff Implications—Identifying strengths and weaknesses of each staff member to engage them in the proper placement with the planning in 2022-23.



Food Service

Purpose Statement, Short, and Long Term Objectives

Food Services aim to provide safe, nutritious foods to all students, staff and guests in an enjoyable atmosphere.

Short Term Objectives

- A. Equipment and HVAC updates in the kitchen in 2023-24
- B. Update and educate staff on HACCP, Customer Service, and USDA guidelines each year
- C. Create a more inviting atmosphere in the service area in 2023-24
- D. Increase full time staffing and pay for employees in 2023-24

Long Term Objectives

- A. Create a family feeling at meal times with consistent staff involvement and student activities (i.e. Cooking workshops) by 2025
- B. Offer community meal times on nights and weekends by 2025
- C. Succession planning by 2023

Budget Implications—\$30,000 for equipment and HVAC needs; \$75,000 for 2 additional full time service workers and an increase in pay for the current staff.

Security, Maintenance, Transportation

Purpose Statement, Short, and Long Term Objectives

Safety, Maintenance and Transportation aims to provide a safe and clean environment with accessible and stable transportation for students, staff and the community

Short Term Objectives

- A. Create ongoing professional development plan for security, staff, and students on policy and procedures with an emphasis on crisis management each year
- B. Conduct daily walk through of campus to provide preventative maintenance and daily updates on necessary issues each year
- C. Increase staffing and functionality in 2022-23
- D. Train Director as a School Resource Officer through the Mississippi Department of Education in 2022-23
- E. Honor campus preservation through timely repairs and accurate renovations each year
- F. Convert entire campus to LED lighting for efficiency in 2022-23
- G. Conduct a repair and renovation of all existing facilities for continued long term functionality in 2023-24
- H. Relocate security to the front of the Student Life Center for better observation and control in 2023-24

Long Term Objectives

- A. Complete of all remaining facilities and new construction as planned for the campus by 2027
- B. Gain adequate staffing for school and departmental needs by 2025
- C. Create storage alternatives for campus needs by 2027
- D. Succession planning by 2024



Budget Implications—\$1,000,000 needed for estimated repairs, construction (beyond major building projects), increased staffing, and staff training.

Wellness

Purpose Statement, Short, and Long Term Objectives

MSA Health Center aims to provide holistic education and care for the physical and mental well being of students.

Short Term Objectives

- A. Continuous education for staff regarding needs of the students
- B. Provide health screening, immunization monitoring, and communicable disease control for the campus each year
- C. Promote healthy habits among students and staff **each year**
- D. Promote resources available in the community and state for the best healthcare possible each year
- E. Succession planning by 2023

Long Term Objectives

- A. Create a campus wide expansion of health education for the student body to encourage healthy living, healthy habits, and general well being for a long life by 2025
- B. Create a parental education program for healthy living by 2025

Budget Implications—Additional funds for staffing to offer classes and workshops.

Staff implications—curriculum planning and planning needs for proactive health education .

Technology

Purpose Statement, Short, and Long Term Objectives

MSA Technology aims to provide new and exciting technical resources to maintain integrity and expand the human mind in academics and the arts.

Short Term Objectives

- A. Continue to upgrade technology resources and equipment on cycle aligned with industry standard each year
- B. Create professional development opportunities with video lessons each year
- C. Continue experimentation for the use of technology in the arts programming each year
- D. Succession planning in 2022-23

Long Term Objectives

- A. Expand department personnel to provide specialized services by 2025
- B. On-Campus professional development with guest presenters and agencies in 2025
- C. Conduct impact research and publish findings of case studies by 2027
- D. Track students' usage of technology while in college/workforce by 2027
- E. Continue to request funding for technology and personnel support each year

Budget Implications—\$100,000 annually to accomplish goals with upgrades and equipment. \$100,000 annually to increase department personnel.

Staff Implications—Assistance for installation and upgrades through vendors or additional staff.

Advancement

Purpose Statement, Short, and Long Term Objectives

Advancement aims to increase visibility, funding, and recruitment of students.

Short Term Objectives

- A. Continue to pursue new innovative ways to recruit students and supporters and a schoolwide marketing plan
 - 1. MSA Arts Contest each year
 - 2. Engagement with youth programs statewide in 2023-24
 - 3. Social Media each year
 - 4. Purchase social media ads in 2022-23
 - 5. More online and virtual presence in 2022-23
 - 6. Alumni involvement each year
 - 7. Public Relations, Stories and News Releases each year
 - 8. Touring/field trips/Connect events each year
- B. Enhance public perceptions and knowledge of MSA
 - 1. Better positive communication – internally and externally in 2022-23
 - 2. Help build comradery among employees and departments each year
 - 3. Highlighting strengths each year
 - 4. Build relationships statewide each year
 - 5. Engagement with youth programs statewide each year
 - 6. Visibility to show MSA's best to the state audience in 2022-23
 - 7. Increase opportunities to recruit a more diverse population in 2022-23
- C. Create and implement funds development strategies toward better functionality, more programming, and enhanced operations in 2022-23



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Long Term Objectives

- A. Succession planning by 2025
- B. Create in-depth development program with consistent events and grants requests each year by 2025
- C. Enhance and increase engagement programming
 - 1. MSA Summer Camp increase days or weeks by 2025
 - 2. Add a "Day Camp" option for younger campers by 2026
 - 3. Develop a Beginners and Advanced program for repeat campers and 10th graders by 2026
 - 4. Create a touring program by 2026
 - 5. Create community classes and/or workshops by 2027

Budget Implications—\$10,000 marketing costs

Staff Implications—Hire a foundation liaison for fund-raising to increase funding

Operations

Purpose Statement, Short, and Long Term Objectives

MSA internal functionality will be streamlined and foundationally sound as evidenced by best practices research, cross-training, accountability, and communication systems.

Short Term Objectives

- A. Create sustainability and diversity plans for the campus in hiring, recruitment, and retention of staff and students in 2022-23
- B. Implement programs for internal participation designed to build and maintain high morale and an understanding of the arts in 2023-24
- C. Provide a professional, safe, and courteous environment for all constituents each year
- D. Maintain best practices and in compliance with all state and federal guidelines and law each year
- E. Diversify and delegate operational activity to allow for better workloads and time management in 2022-23
- F. Enhance community relations and communication with external stakeholders regarding the school in 2022-23
- G. Annual compliance with audits and regulations for operations and budgetary functionality each year
- H. Enhance relationship with the State Board of Education and better inform of activities and functionality of the school each year
- I. Continue accountability and internal evaluation for greater functionality in 2023-24
- J. Enhance relationship with legislature and increase funding to build capacity each year
- K. Succession plans in leadership positions in 2022-23

Long Term Objectives

- A. Increase staffing to operate as a central office to the school district by 2025
- B. Succession plans in all departments by 2025

Budget Implications—\$750,000 needed to greatest optimal budget and functionality

Staff Implications—Add 3 positions to assist with operations , diversity/inclusion, and fund development



Document Foundation

This document is based in evaluation of previous strategic planning documents and formal staff meetings/ planning from MSA staff and students. Source materials for the basis of this document include: The Mississippi Department of Education Accountability Standards, Code of Ethics and Conduct, State Personnel Board Personnel Development System, written surveys of students/faculty/staff, staff retreats and meetings (April - December 2021), teacher evaluation meetings, and overall community feedback are the foundation of this document. It is the belief of MSA administration that the fundamental changes and steps prescribed in this document will aide in the growth of the Mississippi School of the Arts and increase recognition for excellence in arts education within the state, region, and nation.

Data Sources

Measuring strengths, weaknesses, opportunities, and threats in each department was the driving force in creating this document. Student achievement data sources currently are STAR reading, attendance rates, ACT scores, disciplinary referrals, community response, student and staff demographics which are analyzed annually and throughout the year as needed.

Timeline

This document will be utilized as a guiding plan for the Mississippi School of the Arts for three years with the long term objectives and action steps for five years. It is anticipated that all (short term and long term) items will be worked upon by the staff consistently with annual reviews and adjustments as necessary.

Conclusion

It is believed that with these identified areas of improvement consistently approached by all MSA employees, MSA will be positively impacted. The input from all areas of campus has identified the greatest areas of need. The long term goals will be kept in mind with the formation of all short term goals in departmental annual retreats. This plan will be submitted for review/comment to the Mississippi Department of Education.

Document Photos by Patrick Brown, Tammy Stanford, Tobie Lambert, Suzanne Hirsch, and MSA Staff

