



Community-Inspired
2021-2026 Strategic Plan

Developed by the Henry County Board of Education



QUARTERLY REPORT

YEAR 1 | QUARTER 4 | JULY 2022

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PHASES OF IMPLEMENTATION

RESEARCH

All strategic plan work begins with research to identify best practices and options for how to move the work forward.



DESIGN

After researching possible solutions and options, we use what we have learned to identify preferred solutions and design a model for deployment in Henry County Schools.



INVEST

Projects identified as being in the “Invest” phase are in the process of receiving allocated funding or hiring new staff to support implementation.



IMPLEMENT

Once a project is deployed to the district, we identify its status as “Implement”. Implementation may start with a pilot (small group impact study) before moving to full implementation across the district.



COMPLETE

Once a project has moved through the phases of implementation, we identify it as 100% complete and monitor as necessary.

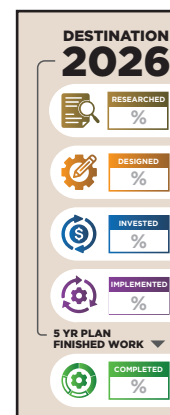


STRATEGIC INITIATIVES

Strategic Actions contain several big initiatives that identify how we will meet our strategic action goal. The work of these initiatives is staggered and will occur across the five years of our Strategic Plan.

IMPLEMENTATION HIGHLIGHTS

Each quarter we will share highlights from our most current work and explain the impact we are having on students, families, schools, & our community.



DESTINATION 2026 Cumulative 5-Year Plan Meter

The Destination 2026 Completion Meter tracks the progress of each strategic action through the phases of implementation across all five years of the strategic plan. As we complete each phase of implementation the phase box will read 100%.

STRATEGIC ACTION

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QUARTERLY REPORT

1 Advance Learning Opportunities & Experiences for All Students

DESTINATION 2026

RESEARCHED
44%

DESIGNED
17%

INVESTED
12%

IMPLEMENTED
4%

5 YR PLAN
FINISHED WORK

COMPLETED
4%

Quarter
Q4
JULY
2022

STRATEGIC INITIATIVES

Nurturing strong partnerships with Henry County early learning providers & other community partners

Improving student knowledge and skills around wellness, well-being, and creating real world connections

Expanding opportunities and access for students: Advanced Coursework, Science, Technology, Engineering, Math (STEM), Fine Arts

Creating a community of powerful readers & writers

IMPLEMENTATION HIGHLIGHTS

Reporting on the status of current work phases towards this strategic initiative.



STEM High School Site

RESEARCH & DESIGN

Phase Highlights

- SA 1.3.5a - During the 4th quarter, a site survey for the new STEM High School was completed. Additionally, visits were made to other STEM high schools in the Atlanta metro area to examine floor plans and programming to inform HCS's plan.
- SA 1.2.5 - The Counseling Department incorporated stakeholder feedback to design effective & consistent advisement processes for school counselors. This spring, HCS introduced the revised practices to school counselors.

INVEST & IMPLEMENT

Phase Highlights

- SA 1.1.2 - This spring, the district English Language Arts team continued to provide professional development for teachers and leaders in the areas of reading and writing instruction. Sessions were offered as "On Demand" webinars.
- SA 1.2.7 - Part of the commitment to universally screening each middle school student for potential success in advanced coursework involves using PSAT data to match students' academic strengths with future advanced placement coursework. In the 4th quarter, a cross-departmental team presented to middle school and high school leaders and counselors about how to leverage PSAT data to identify and inform the scheduling of students for advanced coursework.
- SA 1.3.5c - For the 2022-2023 school year, as a result of FY23 budget priorities by the Board, staffing efforts are underway to provide a STEM teacher at every elementary school.
- SA 1.4.7a - For the 2022-2023 school year, as a result of budget priorities by the Board, staffing efforts are underway to expand fine arts opportunities at every middle/high school by adding additional dedicated staff members.

COMPLETE

Phase Highlights

- SA 1.2.10 - With a goal of establishing a scholar-athlete leadership council at each high school, all 10 high schools now have councils with representatives actively involved in their schools. Their participation led to the first-ever HCS Athletic Honors Night in May 2022.

STRATEGIC ACTION

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2 Advance Effective School Leadership & Classroom Instruction

DESTINATION
2026

RESEARCHED
30%

DESIGNED
4%

INVESTED
0%

IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK

COMPLETED
0%

Quarter
Q4
JULY
2022

STRATEGIC INITIATIVES

Aligning frameworks for effectiveness in:
Schools | Classrooms | Leadership | Teaching | Professional Support Roles

Advancing school leadership capacity:
Leading Instruction | Data Teaming | Collaborative Planning | School Improvement | Community Engagement

Creating pipelines for recruitment, development, and advancement of personnel:
District Leaders | School Leaders | Certified Teachers | Classified Staff

Expanding vertical articulation within each K-12 cluster feeder pattern:
Academics | Student & Family Experience | Community Engagement | Civic Leadership



IMPLEMENTATION HIGHLIGHTS

Reporting on the status of current work phases towards this strategic initiative.



RESEARCH & DESIGN

Phase Highlights

- SA 2.1.3c - A cross-divisional team began researching options for designing a systematic and aligned scope and sequence for leader professional development. This will ensure HCS leaders receive development representative of the range of skills and topics necessary for leaders in HCS to be successful.
- SA 2.3.1 - Planning for the 2022-23 school year, district leaders are in the process of designing a revised scope and sequence for our aspiring leader professional development programs. This quarter, a cross-divisional team met and recommended essential knowledge and skills for HCS aspiring leaders. These recommendations will be included in the leader professional development planned for the 2022-2023 school year.



INVEST & IMPLEMENT

Phase Highlights

- SA 2.1.1 and 2.1.2c - Stemming from the Henry County School's Elevating School Leadership Matrix, a leadership framework is currently being designed that will provide a foundation for communicating clear and consistent expectations for school leadership. The core components of the framework will guide coaching and feedback to strengthen school leadership during the 2022-2023 school year and beyond.
- SA 2.1.2b - The HCS Highly Effective Classroom framework was introduced to district and school leaders early this summer during the Leadership Development Seminar (LDS). The framework provides a foundation for communicating clear and consistent expectations about classroom best practices in HCS



COMPLETE

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Annual Report Coming Soon: August 2022.

STRATEGIC ACTION

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HENRY
COUNTY SCHOOLS



QUARTERLY REPORT

3

Advance Connectivity to Value & Engage all Students, Employees, Families, & Partners in Our Growing Community

DESTINATION 2026



RESEARCHED
50%



DESIGNED
8%



INVESTED
0%



IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK



COMPLETED
0%

Quarter Q4 JULY 2022

STRATEGIC INITIATIVES

Expanding "Partners in Education" including: Faith-Based | Small Business | Civic Organizations

Establish & Incorporate:
Welcome Center | HCS Foundation - 501(c)(3) | Volunteer/Mentor Programs

Ensure all students, families, and staff are welcome and valued

Elevating systematic language services and community partnerships with intergovernmental agencies

Building out Adult Education Programming for HCS families



Language Line

IMPLEMENTATION HIGHLIGHTS

Reporting on the status of current work phases towards this strategic initiative.



RESEARCH & DESIGN

Phase Highlights

- SA 3.2.2 - In an effort to support the development of systemic procedures for all volunteer-related activities in the district, tactic team members began researching the processes used by other districts to help create a draft framework for Henry County Schools.
- SA 3.3.5 - To better serve families in the district through greater knowledge and awareness of available resources, the Social Work Hub was created for stakeholders to access. The Hub is updated weekly. In addition, this resource is available to families at the Welcome Center.
- SA 3.6.1 - In order to provide greater access to all Henry County Schools materials for families who speak a different language, district officials continued to develop a systematic approach for translation of public messages and documents, with Spanish being the largest target language.
- SA 3.7.4 - To help facilitate the annual enrollment forecasting process, software was purchased for this specific operation. Historical data was uploaded to prepare for future enrollment projection work.



INVEST & IMPLEMENT

Phase Highlights

- SA 3.7.1 - Henry County Schools is committed to working with all municipality leaders on important development planning - current and future - throughout the county. The last cycle of meetings for the first year were held between all district and government leaders.



COMPLETE

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Annual Report Coming Soon: August 2022.

STRATEGIC ACTION

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4 Advance Student & Employee Health, Wellness, & Support Structures

DESTINATION 2026

RESEARCHED
48%

DESIGNED
20%

INVESTED
17%

IMPLEMENTED
5%

5 YR PLAN FINISHED WORK

COMPLETED
5%

Quarter
Q4
JULY 2022

STRATEGIC INITIATIVES

Establishing comprehensive school-wide counseling, academic & career coaching, & advisement systems

Establishing community health & wellness collaborative for students:
Physical | Emotional | Academic | Mental

Establishing employee wellness framework & commitment

Establishing a continuum of services ensuring safe & healthy learning environments



IMPLEMENTATION HIGHLIGHTS

Reporting on the status of current work phases towards this strategic initiative.

RESEARCH & DESIGN

Phase Highlights

- SA 4.2.2 - To ensure elementary level recess and secondary level exercise opportunities are available across the district, the working team researched the practices of other districts across the state and nation. Further, the working team conducted focus groups with elementary and secondary principals to discuss ideas for expanding opportunities.
- SA 4.1.2 - With a focus on developing consistent processes for communication with families regarding academic, post-secondary, and career planning, the district's working team created an advisement guide to be available to families at schools and the Welcome Center. Additional 4th quarter work included the development of district communication processes and strategies to support distribution and implementation.
- SA 4.2.5 - Focusing on increasing family and community partnerships, the tactic team developed a draft of the Family Engagement Framework. This draft is under review so stakeholder feedback can inform the final version.

INVEST & IMPLEMENT

Phase Highlights

- SA 4.2.4 - As a part of the district's effort to measure and monitor health and wellness perceptions of students, district officials completed administration of the Georgia Student Health Survey and HenryCares Student Check-In during the final quarter.
- SA 4.4.4 - In an effort to enhance safety and security across the district, a single-point of entry buzzer system for all schools and buildings is currently being installed with substantial completion targeted for later in 2022.
- SA 4.4.5 - In response to the community's desire for updates on elementary school gyms, HVAC (Heating, Ventilation, and Air Conditioning) is currently being installed in these areas across the district with substantial completion targeted for July 2023.

COMPLETE

Phase Highlights

- SA 4.1.4 - In an effort to expand college access for students, implementation work of the HenryFutures System was completed in the final quarter of the year and included important parent access components. During the summer of 2022, rising 6th grade students will be added to ensure readiness for the launch of the 2022-2023 school year. Further, the tactic team is designing professional development for new school counselors and CTAE teachers, which will be implemented in Sept 2022.

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5

Advance a High-Performing Culture

DESTINATION 2026

RESEARCHED
43%

DESIGNED
19%

INVESTED
8%

IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK

COMPLETED
0%

Quarter
Q4
JULY
2022

STRATEGIC INITIATIVES

- Implementing an enterprise resource management system to integrate finance, human resources, procurement, & document management
- Developing a comprehensive data strategy & support structures
- Establishing basic equipment lists for classrooms, school common spaces, & office spaces
- Updating compensation & classification infrastructure
- Expanding energy management across the school district



Energy Management System

IMPLEMENTATION HIGHLIGHTS

Reporting on the status of current work phases towards this strategic initiative.

RESEARCH & DESIGN

Phase Highlights

- SA 5.1.2 - The team continues to research enterprise resource planning (ERP) solutions. Process enhancements that require a system solution have been identified in an ERP Business Use Case draft report. A total of 730 requirements are identified for a target ERP solution.
- SA 5.2.1 - The team continued to research industry standards for data landscape models and methods to complete audits of all available reports and dashboards. The team is also considering possible data catalog and management tool needs.
- SA 5.3.3 - The District continues to study and improve our processes for providing growth and replacement resources to classrooms, school buildings, and offices. During the 4th quarter, the working team made progress toward completing an Assets Management Manual for elementary schools by identifying furniture and physical design components of an HCS elementary school basic equipment list (BEL).

INVEST & IMPLEMENT

Phase Highlights

- SA 5.3.1 - Benchmarking property management practices of high-performing school districts was completed in the 4th quarter, which included the acquisition of models for both Charlotte/Mecklenburg and Gwinnett County. This information will inform upcoming development work.
- SA 5.5.1 - Schools to receive energy management software/hardware have been identified through E-SPLOST VI initiative. Meetings were held with energy management vendors and a proposal for investment will be brought to the Board of Education this summer. Upgrades are targeted to begin SY 2022-23.
- SA 5.5.2 - Budgeting for water flow monitoring equipment has been completed for identified schools as part of FY 22/23 Operations budget with the funding source being E-SPLOST VI. Investment and installation of equipment to be completed SY 2022-23.

COMPLETE

Phase Highlights

- SA 5.4.2/SA 5.4.3 - Through the Board of Education's budget priorities for FY 23, Henry County Schools Implemented Phase I of the compensation study project. Recommendations for salary increases were Board approved for FY23.

Priority Student Outcomes

To advance the district's ambitious pursuit to become a high-performing school district and community, we must strive to additionally hold ourselves accountable for advancing opportunities, access, and outcomes for every student by the following three Priority Student Outcomes.



Advancing opportunities, access, and outcomes for every student in:

Literacy Proficiency

Note: Unless otherwise noted, the Board of Education is in the process of reviewing baseline data and will set a 5 year goal for each metric;



Reading growth from Grade to Grade



Reading and writing at or above grade level

- Reading
- Writing



Access for every child in diverse grade level content, literature, resources, and world language programs

- Grade level content
- Literature
- Resources
- World Language Programs



Readiness to Learn

Note: Unless otherwise noted, the Board of Education is in the process of reviewing baseline data and will set a 5 year goal for each metric;



Beginning school Kindergarten Ready

- GKIDS Readiness
- Gross Motor Skills



Participation in advanced coursework



Students demonstrating personal health & well-being



College, Career, and Life-Ready

Note: Unless otherwise noted, the Board of Education is in the process of reviewing baseline data and will set a 5 year goal for each metric;



High school graduates meeting competitive acceptance requirements for University System of Georgia colleges and universities; and qualification for Zell Miller Scholarships

- Top 25% SAT/ACT College Entrance Exam Baseline
- Graduates who qualify for Zell Miller scholarship



High school graduates meeting college & career readiness benchmarks in English Language Arts and Mathematics

- ELA Readiness
- Math Readiness

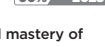


HCS Graduate Outcomes



Students/Graduates completing career inventories, internships/apprenticeships, and industry certifications

- Internships and Apprenticeships
- CTAE Pathway Completers who are eligible for industry credentials
- Career Inventories



Students demonstrating financial literacy, soft skills, and mastery of IEP transition goals (ESE)

- Financial Literacy
- Soft Skills
- IEP Transition Goals



Participation & performance of students on PSAT:

PSAT 8
PSAT 10/NMSQT

