



Fine Arts Takes Center Stage - Henry County families celebrating elementary artists at the 2022 Superintendent's Art Gallery - 9.12.22

Community-Inspired 2021-2026 Strategic Plan

Developed by the Henry County Board of Education



QUARTERLY REPORT

YEAR 2 | QUARTER 1 | OCTOBER 2022

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QUARTERLY REPORT - INDEX



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.

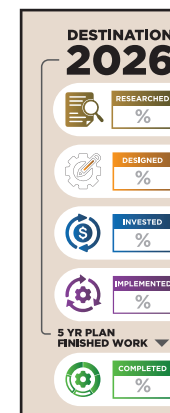


STRATEGIC INITIATIVES

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 year duration 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, and 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 5 years of the strategic plan. As we complete each phase of implementation the phase box will read 100%.

STRATEGIC ACTION

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HENRY
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QUARTERLY REPORT

1 Advance Learning Opportunities & Experiences for All Students

DESTINATION
2026



RESEARCHED
54%



DESIGNED
21%



INVESTED
12%



IMPLEMENTED
4%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
4%

Q¹
Quarter

**OCTOBER
2022**

STRATEGIC INITIATIVES

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

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

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

Create a community of powerful readers & writers



Elementary students conducting research in their STEM lab:
Will it sink or float?

IMPLEMENTATION HIGHLIGHTS

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



RESEARCH & DESIGN

Phase Highlights

- **SA 1.2.8** - The Community-Inspired Henry County Schools Strategic Plan calls for a schedule and course offering audit at each school. After researching options for conducting a course and schedule audit, the district is partnering with an external agency to support this work. The results of the audit will allow the district to create individualized plans for improvement for each school to increase opportunities and access for all students.
- **SA 1.3.5a** - HCS continues to make progress toward building a STEM high school. Currently, we are preparing for demolition of the existing site.
- **SA 1.5.4** - We have completed the study/research phase, identified best practices, and are ready to begin designing a hands-on training program for students with significant cognitive disabilities at the Academy for Advanced Studies.



INVEST & IMPLEMENT

Phase Highlights

- **SA 1.1.1** - To support the implementation of a research-based writing model, HCS created instructional guidance documents for teachers and leaders and revised curriculum unit planning guides to support the effective implementation of explicit writing instruction that leverages learning progressions and resources.
- **SA 1.1.2** - As we continue to align professional learning support, HCS is finalizing professional development for school leaders to support effective monitoring of writing instructional practices in the classroom.
- **SA 1.1.4** - New reading and writing resources were purchased. Professional learning for instructional leaders and instructional coaches centered around the implementation of these new resources. Teachers receive on-going professional learning and coaching support focused on use of the new resources as part of highly effective literacy instruction.



COMPLETE

Phase Highlights

- **SA 1.2.10** - Each school's Scholar Athletic Advisory Council (SAAC) is actively engaged in a sportsmanship and school spirit campaign with the intention of establishing or enhancing student leadership promoting good sportsmanship. The district-level SAAC members completed the IDEALS Leadership Training Summit in August 2022 to better equip them to lead in their schools. This tactic is complete and each district-level student leader is working with their school athletic director to meet needs at their school.
- **SA 1.3.1** - LEGO robotics equipment has been delivered to all elementary schools. Finch robots have been delivered to all middle schools. Robotics lesson plans are available to teachers through HenryConnects.
- **SA 1.3.3** - STEM and robotics instruction is evident in all elementary schools and each school received \$600 in additional STEM materials. All STEM teachers received training on the engaging STEM lessons available in HenryConnects.

STRATEGIC ACTION

2

Advance Effective School Leadership & Classroom Instruction

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QUARTERLY REPORT

DESTINATION
2026



RESEARCHED
33%



DESIGNED
4%



INVESTED
0%



IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
0%

Q1
OCTOBER
2022

STRATEGIC INITIATIVES

Align frameworks for effectiveness in;
Schools | Classrooms | Leadership | Teaching | Professional Support Roles

Advance school leadership capacity;
Leading Instruction | Data Teaming | Collaborative planning | School Improvement | Community Engagement

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

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



Coaching and professional mentorship is key to continuous improvement and staff development.

IMPLEMENTATION HIGHLIGHTS

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



RESEARCH & DESIGN

Phase Highlights

- SA 2.1.2a - District and school leaders continue to design a framework for highly effective schools. Characteristics have been defined and examples of each characteristic in action are being identified.
- SA 2.3.2 - HCS continues to expand the recruitment footprint for teachers and other job families. This quarter we focused on enhancing recruitment processes and fully staffing classrooms for students with significant cognitive disabilities.
- SA 2.2.5a - A cross-divisional team completed the first phase in the design of a framework for school leaders to promote parent engagement across the district. The team utilized benchmark data from other school districts and feedback from stakeholders to inform this work. Phase one included defining parent engagement for HCS and the key components of the family engagement framework.



INVEST & IMPLEMENT

Phase Highlights

- SA 2.1.2b - The Highly-Effective Classroom Framework was introduced to the entire district team. Professional learning continued during the first quarter with teachers and school leaders receiving support as they engage in practice and receive feedback to ensure implementation of the framework in all classrooms.
- SA 2.4.2 - HCS is currently working to ensure that course sequence alignment complements HCS learning progressions and standards.



COMPLETE

Phase Highlights

- SA 2.1.4a - HCS published the Strategic Plan Year 1 Annual Report updating stakeholders on work completed and in-progress during the 2021-2022 school year and provided updates on Priority Student Outcome metrics.

STRATEGIC ACTION

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QUARTERLY REPORT

3

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

DESTINATION 2026



RESEARCHED
53%



DESIGNED
8%



INVESTED
12%



IMPLEMENTED
3%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
3%

Q¹

OCTOBER 2022

STRATEGIC INITIATIVES

Expand "Partners in Education"; 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

Elevate systematic language services and community partnerships with intergovernmental agencies

Build out Adult Education Programming for HCS families

IMPLEMENTATION HIGHLIGHTS

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



RESEARCH & DESIGN

Phase Highlights

- **SA 3.1.1a** - A comprehensive list of faith-based, small business, and civic partners has been developed to help strengthen community school partnerships. This list is currently being updated to reflect changes and new partners onboarded during the summer. We are currently assessing school needs to provide appropriate community partner matches for each school.
- **SA 3.2.1b** - Parent and community volunteers play an important role in schools. HCS recently completed an audit of current volunteer processes and procedures to determine areas of need and opportunities for growth. We also reviewed practices from other districts. Through this work, essential components of an effective school district volunteering program have been identified and will be utilized to inform the design of the HCS volunteer program.
- **SA 3.6.3** - The first Henry County School Multi-Language Advisory meeting was held this summer. The advisory includes school and district staff, parents, and community members. The purpose of the advisory is to support multilingual families by informing and advising the district on the needs and concerns of language learners.



INVEST & IMPLEMENT

Phase Highlights

- **SA 3.3.1** - To streamline processes for new students and families, Online Registration (OLR) was enhanced to allow for more efficient processing of student health information. This enhancement allows enrollment staff to quickly review and post health conditions and/or medications to ensure seamless support for students' medical needs.
- **SA 3.8.5** - HCS facilitated a preliminary launch of HenryConnects Family View. Family View is a digital dashboard that provides access to resources that help families assist students in the classroom and at home. A full launch is scheduled this fall (2022).



COMPLETE

Phase Highlights

- **SA 3.6.2** - HCS partnered with Language Line to provide schools with on-demand interpretation and document translation services. This partnership helps to remove potential communication barriers and facilitates collaboration between schools and families. Schools will now save time on responding to emergency situations and other issues that require timely communication.



HCS OLR - Online Registration and Enrollment, can be done from any location and any device with an internet connection or in-person at the Henry County Schools Welcome Center.

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QUARTERLY REPORT

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

DESTINATION 2026



RESEARCHED
48%



DESIGNED
20%



INVESTED
20%



IMPLEMENTED
5%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
5%

Q¹
OCTOBER
2022

STRATEGIC INITIATIVES

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

Establish community health & wellness collaborative for students;
Physical | Emotional | Academic | Mental

Establish employee wellness framework & commitment

Establish a continuum of services ensuring safe & healthy learning environment

IMPLEMENTATION HIGHLIGHTS

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



RESEARCH & DESIGN

Phase Highlights

- **SA 4.2.3** - HCS continues to research ways to improve our before and after school programming (BSEP & ASEP) website to make it more user friendly for our parents. We are also identifying ways to increase our social media presence to display all the great work and activities happening daily in our programs.



INVEST & IMPLEMENT

Phase Highlights

- **SA 4.1.1** - The HCS Comprehensive School Counseling Framework was designed to define, align, and coordinate counseling services for all schools. We now have an implementation plan for the rollout of the framework which includes timelines, professional development plans, and a process for monitoring effectiveness. Additionally, a Comprehensive School Counseling Program review team will support the implementation and delivery of the components within the framework. The Comprehensive School Counseling Program Assessment Tool has been designed and will be piloted this semester.
- **SA 4.4.3** - During 2021-2022, we designed the Trauma Informed toolkit which aligns with the HCS Comprehensive Wellness Framework and provides a variety of resources to assist staff in creating a healthy school environment for student learning. Recently, Mental Health and Wellness Facilitators (MHWFs) received training on the use of the Trauma Informed Toolkit and the rollout plan for implementation during the 2022-2023 school year.



COMPLETE

Phase Highlights

- **SA 4.1.3** - Newly aligned counselor resources and tools have been created, counselors have been trained, and the new system is being implemented in all schools. Professional development is ongoing and implemented as needed.
- **SA 4.2.2** - In August, the Henry County Board of Education approved Board Policy IEDA: Recess/Unstructured Break Time. This policy allows the scheduling of unstructured break time for students in kindergarten through eighth grade. The next phase of this work is to evaluate opportunities for exercise at the middle and high schools.



Utilizing Board Policy IDEA, the Board of Education approved a new policy allowing for unstructured recess and break time for K-8.

STRATEGIC ACTION

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QUARTERLY REPORT

5

Advance a High-Performing Operational Culture

DESTINATION
2026



RESEARCHED

43%



DESIGNED

25%



INVESTED

8%



IMPLEMENTED

0%

5 YR PLAN
FINISHED WORK ▼



COMPLETED

0%

Q1
Quarter

**OCTOBER
2022**

STRATEGIC INITIATIVES

Implement an enterprise resource management system to integrate finance, human resources, procurement, & document management

Develop a comprehensive data strategy & support structures

Establish a basic equipment lists for classrooms, school common spaces, & office

Update compensation & classification infrastructure

Expand energy management across the school district

IMPLEMENTATION HIGHLIGHTS

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



RESEARCH & DESIGN

Phase Highlights

- **SA 5.1.1a/b/c; 5.1.2; 5.1.3** - HCS has completed the study/research phase associated with acquiring and implementing an Enterprise Resource Planning (ERP) solution. A cross-divisional team was assembled to evaluate current business practices and define objectives of a desired future state. A deep assessment of operational processes and workflows supported the development of Request for Proposal (RFP) specifications to begin the search for an integrated ERP system that will enhance business efficiency and reporting. HCS is currently evaluating submitted proposals.
- **SA 5.2.3** - A district data reporting structure has been created and aligned with the HCS Strategic Plan. With this new reporting structure, we will create more efficient and productive workflows.
- **SA 5.4.1** - Following our commitment to creating career pathways and opportunities for advancement across all job families, HCS continues to update and revise job descriptions and to define job classifications.



INVEST & IMPLEMENT

Phase Highlights

- **SA 5.3.3** - The furniture and physical design components of the Asset Management Accountability System (AMAS) are underway and the elementary AMAS is nearing completion. Pilot programs will begin in schools soon.
- **SA 5.3.4** - HCS is in the process of inventorying all athletic programs at our middle and high schools, including a study of interior and exterior scoreboards on fields and in gyms. A post-study analysis will be conducted to prepare a plan for phased replacement of scoreboards. Additionally, HCS is inventorying and assessing needs in our fine arts programs, including the middle school orchestra instruments and equipment. The early study has identified needs for the replacement of select high school marching band uniforms as well.



COMPLETE

Phase Highlights

- **SA 5.2.2** - The district has created a cross-divisional data management team which serves as foundational infrastructure for managing the cross-divisional needs as the strategic plan is implemented over the next four years.



In a high-performing operational culture, best practices from around the country are discussed and used to inform professional development plans.

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

Baseline **51%** **65%** 2026 Goal



Reading and writing at or above grade level

• Reading

Baseline **56%** **69%** 2026 Goal

• Writing

Baseline **00%** **COMING 2023**



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

• Grade level content

Baseline **00%** **COMING 2025**

• Literature

Baseline **00%** **COMING 2025**

• Resources

Baseline **00%** **COMING 2025**

• World Language Programs

Baseline **22%** **70%** 2026 Goal

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

Baseline **34%** **44%** 2026 Goal

• Gross Motor Skills

Baseline **00%** **COMING 2023**



Participation in advanced coursework

Baseline **23%** **34%** 2026 Goal



Students demonstrating personal health & well-being

Baseline **00%** **COMING 2023**

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 **00%** **COMING 2023**

• Graduates who qualify for Zell Miller scholarship

Baseline **4%** **7%** 2026 Goal



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

• ELA Readiness

Baseline **54%** **70%** 2026 Goal

• Math Readiness

Baseline **30%** **50%** 2026 Goal



HCS Graduate Outcomes

Baseline **00%** **COMING 2023**



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

• Internships and Apprenticeships

Baseline **00%** **COMING 2023**

• CTAE Pathway Completers who are eligible for industry credentials

Baseline **00%** **COMING 2023**

• Career Inventories

Baseline **00%** **COMING 2023**



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

• Financial Literacy

Baseline **00%** **COMING 2024**

• Soft Skills

Baseline **00%** **COMING 2024**

• IEP Transition Goals

Baseline **00%** **COMING 2024**



Participation & performance of students on PSAT:

PSAT 8

PSAT 10/NMSQT

PARTICIPATION
Baseline **00%** **COMING 2023**

PERFORMANCE
Baseline **00%** **COMING 2023**

Baseline **66%** **85%** 2026 Goal

Baseline **24%** **38%** 2026 Goal