

Luella High School held its STEAM Expo on March 22, welcoming Junior Beta Club members and special guests including Superintendent Mary Elizabeth Davis and Southern Crescent Technical College President Irvin Clark.

## Community-Inspired 2021-2026 Strategic Plan

Developed by the Henry County Board of Education



# QUARTERLY REPORT

YEAR 2 | QUARTER 3 | APRIL 2023

# Community-Inspired 2021-2026 Strategic Plan

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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.

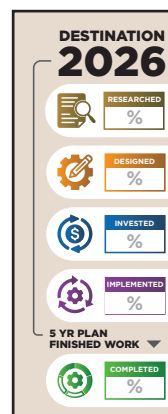


### STRATEGIC INITIATIVES

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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## QUARTERLY REPORT

# 1 Advance Learning Opportunities & Experiences for All Students

DESTINATION  
**2026**



RESEARCHED  
**67%**



DESIGNED  
**34%**



INVESTED  
**25%**



IMPLEMENTED  
**4%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**4%**

**Q3** quarter  
**APRIL**  
**2023**

## 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



## IMPLEMENTATION HIGHLIGHTS

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



### RESEARCH & DESIGN

#### Phase Highlights

- **SA 1.2.4 - ADVANCED MATHEMATICS** | The Advanced Mathematics Advisory Team met to discuss, draft criteria for, and receive feedback on a new third-grade accelerated cohort that will debut during the 2023-2024 school year. Final criteria will be released to the district during Q4.
- **SA 1.3.5b - STEM HIGH SCHOOL** | The STEM high school design team hosted advisory meetings with parents, teachers, school leaders, community and business partners, as well as representatives of industry and higher education, to provide recommendations on desired academic programs, experiences, and partnerships for the school.
- **SA 1.6.5 - EARLY LEARNING** | An Early Kindergarten experience for rising Kindergarten students has been designed and will be implemented in June 2023. The program will focus on previewing the upcoming year's content, including essential standards and key skills, to increase access to early learning experiences and access to Kindergarten Readiness Skills for the district's youngest learners.



### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 1.2.6a - ADVANCED PLACEMENT** | District and school leaders partnered on an effort to increase access to AP courses by using new data metrics to identify and recruit additional students while identifying new AP courses for offer during the 2023-2024 school year. Rising ninth and tenth grade students will have the opportunity to participate in summer AP preparatory programs.
- **SA 1.2.6c - CAREER PATHWAY** | Work-based Learning (WBL) held its inaugural Success Seminar for WBL students. Approximately six hundred students from all district high schools and the Academy for Advanced Studies attended a presentation by industry partners and community members on topics regarding employability and adult life skills.
- **SA 1.4.3 - MIDDLE SCHOOL ORCHESTRA** | Orchestra instruments and equipment have started to arrive at the district warehouse. All district middle schools will receive violins, violas, cellos, basses, instrument storage racks, chairs, and music stands.



### COMPLETE

#### Phase Highlights

- **SA 1.2.7 - ADVANCED COURSEWORK ACCESS** | District and school leadership utilized data from last fall's PSAT 8/9 to drive instruction, expand opportunities and access, and enroll more students in advanced coursework, like Advanced Placement and honors courses.
- **SA 1.4.7 - ART EXHIBITION** | The 2023 Kaleidoscope district-wide art exhibit was held March 16-17 at the Gallery at Hood Street. Hundreds of students, families, and staff members attended to experience the exceptional artwork of current Henry County Schools' students.

# STRATEGIC ACTION

## 2

## Advance Effective School Leadership & Classroom Instruction

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### QUARTERLY REPORT

DESTINATION  
**2026**



RESEARCHED  
**41%**



DESIGNED  
**7%**



INVESTED  
**0%**



IMPLEMENTED  
**0%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**0%**

**Q3** quarter

**APRIL  
2023**

### 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



### IMPLEMENTATION HIGHLIGHTS

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



#### RESEARCH & DESIGN

##### Phase Highlights

- **SA 2.1.3c - LEADERSHIP FRAMEWORK** | The Henry County Schools Highly Effective Leader Framework has been finalized and is being prepared for introduction to leaders this spring and into the summer months. The framework is informed by research-based best practices and will be utilized to support professional development for the district's building leaders.
- **SA 2.2.5a - PARENT ENGAGEMENT** | The HCS Family Resource Guide and the accompanying digital toolkit are being revised based on feedback from school leaders. When complete, the team will share a timeline, rollout, and implementation plan.



#### INVEST & IMPLEMENT

##### Phase Highlights

- **SA 2.3.2 - EXPANDING RECRUITMENT** | The HCS Certified Job Fair was held on March 4, 2023. More than 100 employment candidates attended and more than 20 pre-contracts were extended. At the district office, pre-screenings are held daily, and qualified applicants are placed on a super-pool document that is shared with administrators and hiring authorities to support filling vacancies as they arise. HCS will soon attend both the Metro and Griffin RESA's job fairs and hold additional HCS jobs fairs for bus drivers and classified staff in the coming months. Additionally, the Human Resource Services Division has recently added a dedicated Transportation Recruitment and Retention Facilitator to its staff.



#### COMPLETE

##### Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2Q4 Highlights reporting: July 2023

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## QUARTERLY REPORT

# 3

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

### DESTINATION 2026



RESEARCHED  
**56%**



DESIGNED  
**14%**



INVESTED  
**25%**



IMPLEMENTED  
**10%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**9%**

# Q3

quarter

# APRIL 2023

### 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 3.5.1 - ENGAGING PARTNERS** | Early preparations for the launch of the Henry County Schools Foundation are underway.
- **SA 3.6.1 - LANGUAGE SERVICES** | A process to ensure all district-wide communication is prepared using the two most prevalent languages throughout our community (currently English and Spanish) has been designed and is being prepared for implementation.
- **SA 3.8.3 - ENGLISH PROFICIENCY** | In an example of Henry County Schools offering education beyond the classroom, adult learners in the HCS community in need of English proficiency courses were identified in collaboration with the ESOL department. Classes and an implementation plan are being developed.



#### INVEST & IMPLEMENT

##### Phase Highlights

- **SA 3.3.1 - NEW STUDENT PROCESSES** | Enrollment processes have been refined and updated to include new enrollment categories through Infinite Campus which will result in enhanced efficiency and improved reporting accuracy. Divisions also collaborated to update School Immunization Assessment Guidance.
- **SA 3.3.4 - FAMILY CONNECTIONS** | A January Family Connections session included a presentation by Dr. Irvin Clark, President of Southern Crescent Technical College, and District leaders on positive school culture, Georgia Milestones Parent Academy, advanced courses for middle/high students, and tips for busy families to stay involved. A Thought Exchange promoting student success was held with 328 participants and provided feedback for future Family Connections programs.
- **3.3.5 - WRAPAROUND SERVICES** | Access to wraparound services was expanded by increasing community service providers. School-based mental health services grew with the addition of more Family Ties therapists working with students in schools.



#### COMPLETE

##### Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2Q4 Highlights reporting: July 2023

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## QUARTERLY REPORT

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

### DESTINATION 2026



RESEARCHED  
62%



DESIGNED  
40%



INVESTED  
40%



IMPLEMENTED  
5%

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
5%

**Q3** quarter  
**APRIL**  
**2023**

### 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 4.2.6 - HEALTH COUNCIL** | Members of the Henry County School District's Health Advisory Council were named for 2023. The council pulls together District and community leaders to focus on the personal health and wellness of Henry County and provide discussion, feedback, and ideas, that HCS can improve the health, wellness, and support structures for our employees, families, and students.
- **SA 4.3.3 - EMPLOYEE WELLNESS CAMPAIGNS** | Planning is underway for the new Walk for Wellness Challenge, which will be piloted at the district office with the intent to expand the program across the district.



### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 4.4.2 - TRAUMA-INFORMED CARE** | Mental Health and Wellness Facilitators delivered professional development to staff on the connection between Trauma-Informed Care and the conditions for learning and "Compassion Fatigue" to support teachers and encourage them to exercise self-care.
- **SA 4.4.5 - ELEMENTARY GYM HVAC** | HCS is currently installing HVAC in every elementary school gymnasium by Fall 2023.
- **SA 4.2.5 - SUPPORT STRUCTURES** | HCS and Southside Medical Center, will open the district's first telehealth service site at the HCS Learning and Support Center this spring.
- **SA 4.3.1 ADVANCING STUDENT WELLNESS** | Students will have equal access to credentialed and accredited healthcare providers via video conferencing and specialized equipment and to a licensed nurse on every campus to provide medical care for students who visit our telehealth site.
- **SA 4.3.4 EXTENSION OF WELLNESS SERVICES** | Soon HCS will open a site-based health center in partnership with Southside Medical Center (SMC), a Federally Qualified Health Center. The center will provide high-quality equitable health care not only to students, but extend access to staff, and the community (including immunization support).



### COMPLETE

#### Phase Highlights

- **SA 4.4.4 - SECURITY ACCESS CONTROL** | A single point of entry buzzer has been installed in every elementary school, middle school, high school, and district facility.

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## QUARTERLY REPORT

# 5

## Advance a High-Performing Operational Culture

DESTINATION  
**2026**



RESEARCHED

**65%**



DESIGNED

**50%**



INVESTED

**33%**



IMPLEMENTED

**11%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED

**22%**

**Q3** uarter

**APRIL**  
**2023**

### 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

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2Q4 Highlights reporting: July 2023



#### INVEST & IMPLEMENT

##### Phase Highlights

• **SA 5.3.4 - GROWTH AND REPLACEMENT** | The design team has completed meeting with and studying high-performing school districts. Board approval was received for STEM lab furniture replacement for all elementary schools as well as phase one of scoreboard replacement and weight room equipment replacement, wrestling and cheer mats. A full furniture replacement process will be piloted at three elementary schools during the summer of 2023.



#### COMPLETE

##### Phase Highlights

• **SA 5.3.3 - BASIC EQUIPMENT LIST** | A basic equipment list has been developed for every classroom (including each PK and K-5 classroom, resource room, art room, music room, STEM lab, and gymnasium), common space (including cafeteria, vestibule, teacher work room, conference room, media center, and outdoor classroom) and office (including front office, principal, assistant principal, bookkeeper, media specialist, and counselor) has been developed for all Henry County School elementary schools.

# 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

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

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

PSAT 10/NMSQT

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

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