Henry County Schools hosted a ribbon-cutting recently for a 26,493-square-foot addition to Dutchtown High School that will open to students for the 2023-2024 school year.

Community-Inspired
2021-2026 Strategic Plan
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HENRY
COUNTY SCHOOLS

July 2023

QUARTERLY REPORT

YEAR 2 | QUARTER 4 | JULY 2023

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HENRY COUNTY SCHOOLS

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.
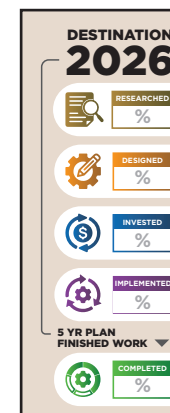
STRATEGIC
INITIATIVES

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

RESEARCHED	%
DESIGNED	%
INVESTED	%
IMPLEMENTED	%

5 YR PLAN FINISHED WORK

| COMPLETED | % |

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 COUNTY SCHOOLS

JULY 2023 | 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 ▼

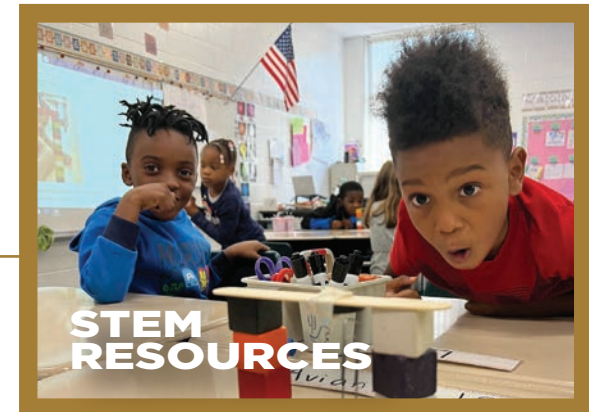|	
COMPLETED	**4%**

Quarter Q4

JULY 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

STEM RESOURCES

IMPLEMENTATION HIGHLIGHTS

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

RESEARCH & DESIGN

Phase Highlights

- **SA 1.1.5 - LIBRARY RESOURCES |** The Board of Education approved an investment for replacing library media materials that were lost due to COVID closure, allowing each school to purchase materials for students to bring media collections up to date.
- **SA 1.3.5b - STEM HIGH SCHOOL |** The STEM design team held a series of advisory meetings with key stakeholders and finalized academic programming for the new STEM high school. The advisory team recommended that the school offer three areas of study: Biotechnology, Sustainable Energy and Aerospace Engineering.

INVEST & IMPLEMENT

Phase Highlights

- **SA 1.1.1a - ESE SUPPORT |** The ESE Department finalized preparations for full implementation of progress monitoring tool Fastbridge, which will be utilized for students with disabilities beginning in August.
- **SA 1.2.3 - TALENT DEVELOPMENT |** A total of 1,138 K-5 students participated in Talent Pools during the 2022-2023 school year, engaging in critical- and creative-thinking activities designed to prepare them for success on gifted education measures and lay the foundation for deep thinking in core content areas. Over half of these students were subsequently found eligible for gifted education services.
- **SA 1.2.6a - AP COURSEWORK |** District and school leaders partnered to introduce new Advanced Placement (AP) courses and utilize multiple points of data to increase access. Opportunities were provided for teachers to participate in AP Summer Institutes in order to prepare to teach AP courses, as well as for rising 9th and 10th grade students to participate in a summer AP preparatory program.

COMPLETE

Phase Highlights

- Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2 Annual Highlights will report in August 2023.

STRATEGIC ACTION

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JULY 2023 | QUARTERLY REPORT

2 — Advance Effective School Leadership & Classroom Instruction

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

ESE STAFF

IMPLEMENTATION HIGHLIGHTS

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

DESTINATION 2026

RESEARCHED	**41%**	
DESIGNED	**7%**	
INVESTED	**0%**	
IMPLEMENTED	**0%**	

5 YR PLAN FINISHED WORK ▼

COMPLETED	**0%**

Quarter Q4 — JULY 2023

RESEARCH & DESIGN

Phase Highlights

- **SA 2.3.3 - EMPLOYEE RETENTION |** HCS has implemented strategic staffing models in an effort to retain employees at identified schools, and the district continues to offer a competitive compensation package.•

- **SA 2.4.3 - COMMUNITY ENGAGEMENT |** An audit of volunteer processes and procedures was conducted to determine areas of need and opportunities for growth. This analysis, along with prior study of benchmark districts, will be utilized to inform the design of an effective school district volunteering program in HCS.

INVEST & IMPLEMENT

Phase Highlights

- **SA 2.1.2c - HIGHLY EFFECTIVE LEADER |** Research was conducted to identify key characteristics of highly effective leaders and the key behaviors that define their work. Based on that research, a framework was developed and designed. This framework describes key leadership levers that encompass the most critical behaviors resulting in improved achievement and outcomes for all students.

- **SA 2.1.4 - DATA SYSTEMS |** The data team is working to modernize its data landscape and governance, migrate existing campus databases to a more robust system using Microsoft Azure, design and develop a data lake leveraging artificial intelligence, and implement a new data platform, AnalyticVue, in order to better align its data systems to measure outcomes and align accountability.

- **SA 2.4.3- COMMUNITY ENGAGEMENT |** An audit of volunteer processes and procedures was conducted to determine areas of need and opportunities for growth. This analysis, along with prior study of benchmark districts, will be utilized to inform the design of an effective school district volunteering program in HCS.

COMPLETE

Phase Highlights

- Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2 Annual Highlights will report in August 2023.

STRATEGIC ACTION

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

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

COMMUNITY SUPPORT

IMPLEMENTATION HIGHLIGHTS

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

DESTINATION 2026

RESEARCHED	56%
DESIGNED	14%
INVESTED	25%
IMPLEMENTED	10%

5 YR PLAN FINISHED WORK ▼

| COMPLETED | 9% |

Q4 JULY 2023

RESEARCH & DESIGN

Phase Highlights

- **SA 3.1.2 - PARTNERS IN EDUCATION |** A draft defined Partners in Education structure was created which integrates and aligns with new models of volunteering and mentoring.
- **SA 3.2.1a - MENTORING |** The working team completed the mentor guidebook, and an updated list of current outside mentors was finalized. A schedule to train these mentors with new procedures is in development.

INVEST & IMPLEMENT

Phase Highlights

- **SA 3.3.3 - INTERNATIONAL FAMILIES |** Families visiting the Welcome Center who do not speak English as a native language are assisted through the registration process by the Language Services team, which assists with affidavits and online registration and schedules follow-up visits with schools within 48 hours to ensure students are enrolled and any initial questions are answered.
- **SA 3.3.5 - FAMILY CONNECTIONS |** The HCS Resource Guide for Family Engagement, which details guidance to schools on how to successfully engage families by offering numerous resources, was shared with school and district leadership for input and feedback and will be revised accordingly.
- **SA 3.8.3 - ENGLISH PROFICIENCY |** Adult English language classes began during the month of May. Two-dozen adults, whose predominant languages are Spanish, Creole/French, and Portuguese, registered and attended.

.

COMPLETE

Phase Highlights

- **SA 3.3.1 - STUDENT PROCESSES |** In alignment with the School Immunization Assessment Guidance, the immunization status for all current sixth and tenth grade students has been entered in student information system Infinite Campus. This process is ongoing for all new students.
- **SA 3.3.2 ENROLLMENT & REGISTRATION |** School Choice notifications were provided to parents who applied for the program for the 2023-2024 school year. Schools began to utilize updated processes for tracking provisional enrollments and immunization statuses of students. Cross-divisional teams worked to promote the Annual Portal Update for all families in preparation for the new school year.

STRATEGIC ACTION

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HENRY COUNTY SCHOOLS

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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%

Quarter Q4 — JULY 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

COMMITTED TO HEALTHY KIDS

IMPLEMENTATION HIGHLIGHTS

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

RESEARCH & DESIGN

Phase Highlights

- **SA 4.2.2 - OPPORTUNITIES FOR EXERCISE |** The District finalized implementation plans for pilot program designed to provide differentiated opportunities for phyiscal activity at elementary, middle, and high school level. The pilot will be implemented in select schools beginning August 2023.

- **SA 4.4.3 - SCHOOL OF SCHOLARS |** The HCS School of Scholars provides wraparound therapeutic services in a small educational environment specifically designed to support elementary school students and their families. This year, HCS reviewed and enhanced the system for successfully transitioning students back to their home school following enrollment at School of Scholars and expanded access to middle school students.

INVEST & IMPLEMENT

Phase Highlights

- **SA 4.2.3 - AFTER SCHOOL MUSIC PROGRAM |** Henry For Music conducted a violin concert in the month of May to highlight the afterschool violin programs at Cotton Indian ES, Fairview ES, and Red Oak ES. Students performed for parents, friends, and community stakeholders. One student from Cotton Indian ES was awarded a scholarship to receive free violin lessons from the instructor. Also, several students from the violin program accompanied Ms. Brooke, violin instructor, on her album debut.

- **SA 4.2.4 - STUDENT HEALTH & WELLNESS |** This year over 114,000 student responses were captured using the Henry Cares check in tool. This represents a 21% increase over the past 2 years. Henry Cares is a vital tool that allows teachers and other school staff to monitor and respond to students' health and wellness across the school year. School CARE teams analyze student data and develop goals and action steps to continuously improve student health and wellness. During the 2022-2023 school year, schools focused on ensuring that every student was connected to a supportive and caring adult.

COMPLETE

Phase Highlights

- **SA 4.4.5 - HVAC FOR ELEMENTARY SCHOOL GYMS |** An HVAC system was installed in every elementary school gymnasium ensuring that all elementary school students are able to comfortably participate in in-door physical education activites regardless of outdoor weather conidtions.

STRATEGIC ACTION

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JULY 2023 **QUARTERLY REPORT**

5 Advance a High-Performing Operational Culture

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

UPDATED FACILITIES

FAIRVIEW ELEMENTARY SCHOOL

IMPLEMENTATION HIGHLIGHTS

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

DESTINATION 2026

RESEARCHED	65%
DESIGNED	50%
INVESTED	33%
IMPLEMENTED	11%

5 YR PLAN FINISHED WORK ▼

COMPLETED	22%

Quarter Q4 JULY 2023

RESEARCH & DESIGN

Phase Highlights

- **SA 5.1.5 - ERP PROJECT MANAGER |** HCS appointed a project implementation manager, who has teamed with the implementing partner to structure a project management plan, schedule design sessions, and assign training.

INVEST & IMPLEMENT

Phase Highlights

- **SA 5.2.1 - DATA ASSESSMENT |** The working team completed more than 25 discovery interviews and received feedback from over 20 departments on data usage to build the district's data landscape. Data teams reviewed data operating models and received feedback guiding data strategy, providing a foundation of standards for the district's data framework.
- **SA 5.5.1 - ENERGY MANAGEMENT |** Implementation of energy management software updates for facilities has begun.
- **SA 5.5.2 - WATER MONITORING |** Water flow monitoring equipment has been installed for the first six of 16 phases.

COMPLETE

Phase Highlights

- Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2 Annual Highlights will report in August 2023.

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 55% — **58%** 2026 Goal

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:

	PARTICIPATION	PERFORMANCE
PSAT 8	Baseline 84% — **90%** 2026 Goal	Baseline 16% — **22%** 2026 Goal
PSAT 10/NMSQT	Baseline 66% — **85%** 2026 Goal	Baseline 24% — **38%** 2026 Goal