



## Community-Inspired 2021-2026 Strategic Plan

Developed by the Henry County Board of Education

 **HENRY**  
**COUNTY SCHOOLS**



# QUARTERLY REPORT

YEAR 3 | QUARTER 2 | FEBRUARY 2024

# 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.

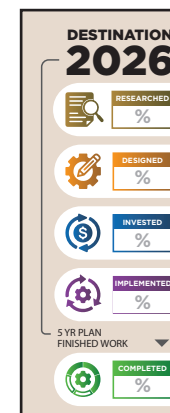


### STRATEGIC INITIATIVES

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  
**96%**



DESIGNED  
**80%**



INVESTED  
**75%**



IMPLEMENTED  
**38%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**38%**

**Q**uarter  
**2**

FEBRUARY  
**2024**

## 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 1.2.5a - Advisement Processes** - The Family/Student, Leader, and School Counseling advisement guides are in the process of being designed.
- **SA 1.3.5c - STEM High School Staffing** - Research continues on various staffing models for STEM high schools throughout the country.
- **SA 1.4.4 - High School Orchestra** - Quotes from instrument and equipment vendors have been obtained in planning to ensure an orchestra program at every high school.
- **SA 1.4.5 - High School Theater** - A new partnership will afford every high school theater program the opportunity to work with a teaching artists as part of a new residency program. Additionally, 90% of high schools participated in the GHSA One-Act Play Competition.
- **SA 1.4.6 - Elementary & Middle Drama Clubs** - A survey was conducted to determine the percentage of elementary and middle schools that currently have established drama clubs or perform drama productions.

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### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 1.2.6.c - Career Pathways** - Collaborative work continues on development of the CTAE Pathway Guide.
- **SA 1.3.4 - Middle School Engineering** - Collaboration continues with STEM teachers toward ensuring a middle school engineering pathway at all district middle schools. Professional learning opportunities continue for middle and high school engineering teachers across the district.
- **SA 1.3.5a - STEM High School Design** - Design completion of the STEM High School is expected in May, with bid advertisement beginning at the end of May.
- **SA 1.4.3 - Middle School Orchestra** - One additional middle school implemented an afterschool orchestra club, with more than 20 students participating.

Continued on next page...



### COMPLETE

#### Phase Highlights

- **SA 1.2.7 - Advanced Coursework** - Henry County Schools have successfully implemented a universal screening initiative to identify middle school students with the potential for success in advanced coursework. Schools are enriching the academic experiences of identified students. As a result, schools are witnessing a more dynamic and engaged learning environment, laying the foundation for a future generation of well-rounded, high-achieving individuals.
- **SA 1.3.1 - Robotics & Coding** - Targeted high school professional learning was provided focused on integrating VEX robotics resources into the classroom, including accessing online coding platforms, curriculum resources, and implementing robotics and coding in lessons.
- **SA 1.3.2 - Computer Science** - Computer science-focused professional development was provided for middle and high school teachers focused on increasing student engagement and alignment with course standards.

Continued on next page...

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## QUARTERLY REPORT

Continued...

# 1 Advance Learning Opportunities & Experiences for All Students

DESTINATION  
**2026**



RESEARCHED  
**96%**



DESIGNED  
**80%**



INVESTED  
**75%**



IMPLEMENTED  
**38%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**38%**

**Q**uarter  
**2**

FEBRUARY  
**2024**

### STRATEGIC INITIATIVES

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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



Caption needed...

### IMPLEMENTATION HIGHLIGHTS

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



#### RESEARCH & DESIGN

Phase Highlights - (See page 1)

- **SA 1.6.4 - Birth-to-5 Resources** - HCS continues exploration and research of resources, program designs, and materials to thoroughly evaluate and acquire Birth-to-5 resources.



#### INVEST & IMPLEMENT

Phase Highlights - (cont.)

- **SA 1.5.3 - World Languages** - The 2023-2024 school year began with 3 elementary World Language program proof of concept sites. Teachers received professional development and training to effectively utilize the resources provided and engage in best practices to support student achievement. A mid-year expansion is currently underway to include 3 additional programs. This expansion allows us to further implement this strategic initiative to provide a world language experience for elementary students.
- **SA 1.5.7 - Industry Advisory** - An advisory council meeting was held with community business leaders to communicate current work, needs, and effectiveness of current partnerships, as well as to gain insight into industry trends.



#### COMPLETE

Phase Highlights - (cont.)

- **SA 1.3.3 - Elementary STEM Labs** - Monthly professional learning opportunities were provided for all elementary STEM teachers. Topics included tower garden and hydroponics implementation, robotics and coding, and relevant applications and connections to learning.
- **SA 1.4.7 - Annual Art Exhibit** - The Gallery at Hood Street was secured as the site of the annual HCS Kaleidoscope Art Exhibit scheduled for March 10-15.
- **SA 1.6.1 - Childcare Provider Engagement** - HCS has utilized the state's database to determine feeder elementary schools for each community-based childcare provider. Preparations are underway for the forthcoming annual Early Care Provider Summit to enhance community engagement among care providers.

# STRATEGIC ACTION

## 2

## Advance Effective School Leadership & Classroom Instruction

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### QUARTERLY REPORT

DESTINATION  
**2026**



RESEARCHED  
**100%**



DESIGNED  
**64%**



INVESTED  
**67%**



IMPLEMENTED  
**36%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**36%**

**Q**uarter  
**2**  
**FEBRUARY**  
**2024**

### 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 2.3.1 – Leadership Development Curriculum** – Research is being conducted in the area of high leverage leadership practices and districts throughout the state and nation are being researched to create a robust Leadership Academy for HCS to further strengthen the leadership pipeline within the district.
- **SA 2.3.2 – Expand Recruitment** – A new partnership will utilize virtual teachers in courses in need of teachers, as well as with international agencies to utilize outside recruitment efforts. Partnership with ESS has improved – and in some cases doubled – substitute teacher fill rates, which will also serve as a pipeline for new paraprofessionals and teachers.
- **SA 2.3.3 – Strategic Staffing** – Strategic staffing models have been designed to include models for improving substitute teacher fill rates, partnerships with international staffing agencies, supports from virtual instructional partners, and utilization of contract agencies for critical vacancies.



#### INVEST & IMPLEMENT

##### Phase Highlights

- **SA 2.1.2c – Highly Effective School Leader** – HCS has developed a scope and sequence of professional development for DRIVE and Principal Network meetings around the four identified priorities of the Highly Effective Leader framework. Principals have developed a personal growth goal based on one of the four priorities



#### COMPLETE

##### Phase Highlights

- **SA 2.1.4a – Accountability System** – HCS has established an aligned system of accountability that cascades through the organization from the superintendent, through divisions, to schools, and into classrooms. There is a process and cadence for identifying priority outcomes, developing improvement plans, and monitoring impact. Additionally, there is an established cadence and system for planning, implementing, monitoring, and reporting Strategic Plan progress and results to the community. Data tools continue to be developed to support the accountability system.
- **SA 2.4.1 – Parent Engagement** – Cluster improvement plans have been created and are shared at Cluster Community Conversations to allow for feedback and input. Cluster Community Conversations take place in each cluster twice annually.

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## QUARTERLY REPORT

# 3

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

### DESTINATION 2026



RESEARCHED  
**76%**



DESIGNED  
**54%**



INVESTED  
**75%**



IMPLEMENTED  
**36%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**34%**

# Q<sub>2</sub>

## FEBRUARY 2024

### STRATEGIC INITIATIVES

Expand "Partners in Education"; Faith-Based | 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 3.2.1a - Mentoring** - Mentoring and volunteering efforts have combined to provide a comprehensive approach to volunteering in Henry County, with plans to pilot the program in six schools this spring.



#### INVEST & IMPLEMENT

##### Phase Highlights

- **SA 3.3.4 - Systemic Resources** - The HCS Family Connections Resource Library is live for families, providing tools and information on all content areas as well as school and district resources, such as standardized testing and preparing for college.



#### COMPLETE

##### Phase Highlights

- **SA 3.3.1 - Streamline Processes** - HCS established processes that improved our immunization audit score with the Henry County Health Department from 91.9% to 99.1% for students in grades Pre-K, Kindergarten, seventh grade, and 11th grade. Immunization data is expected to be entered for all students by February 2024.
- **SA 3.3.2 - Accessible Enrollment** - HCS has an established process to assist families through the Online Registration (OLR) process.
- **SA 3.7.1 - Collaborative Planning** - A process is in place to collaborate on existing and future planning with all four cities and the county.
- **SA 3.7.2 - Monitoring Growth** - A process is in place to review quarterly residential zoning and permits, including single and phased developments.
- **SA 3.7.4 - Enrollment Forecasting** - The district is in the early phase of using new software as a forecasting model with data entry and implementation expected to be complete by the end of the current school year.



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## QUARTERLY REPORT

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

### DESTINATION 2026



RESEARCHED  
**95%**



DESIGNED  
**61%**



INVESTED  
**67%**



IMPLEMENTED  
**37%**

5 YR PLAN  
FINISHED WORK ▼



COMPLETED  
**37%**

**Q**uarter  
**2**  
**FEBRUARY**  
**2024**

### 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 4.4.1 – Code of Conduct Process** – A regulation is in development to create a clear and consistent process to restore students into the learning environment following engagement with the Code of Conduct. This regulation will lead to steps for implementation at the school level.
- **SA 4.4.3 – Behavior Intervention** – Training modules are in various phases of implementation and design regarding creating clear and consistent processes and supports for therapeutic behavior interventions and behavior replacement strategies.



### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 4.3.3 – Wellness Campaigns** – Employees are encouraged to participate in biometric screenings through the year, provided monthly wellness reminders and tips, and informed on partnerships and initiatives to keep them healthy throughout the year.
- **SA 4.1.3 – Counselor Resources** – Aligned counselor resources, tools, and professional development opportunities have been developed.



### COMPLETE

#### Phase Highlights

- **SA 4.2.4 – Wellness Monitoring** – A system for measuring and monitoring health and wellness perceptions of students is in place.
- **SA 4.4.2 – Trauma-Informed Care** – Mental Health and Wellness Facilitators provided targeted professional learning to more than 200 teachers with focus on understanding how to structure the classroom to lead through a trauma-informed lens and improve conditions for learning for all students.

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## QUARTERLY REPORT

# 5

## Advance a High-Performing Operational Culture

### DESTINATION 2026



RESEARCHED

95%



DESIGNED

88%



INVESTED

91%



IMPLEMENTED

35%

5 YR PLAN  
FINISHED WORK ▼



COMPLETED

50%

# Q<sub>2</sub>

## FEBRUARY 2024

### 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 5.4.3 – Career Pathways** – Research has begun into other school districts related to leveraging compensation study and organizational assessment to design and formalize in-job career pathways.
- **SA 5.4.2 – Compensation Study** – Research has begun into other school districts related to using a compensation study to define long-term planning requirements aimed at addressing identified opportunities.



### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 5.3.4 – Growth and Replacement** – Athletic equipment growth and replacement for lacrosse, dance, golf, tennis, and swim received board approval.



### COMPLETE

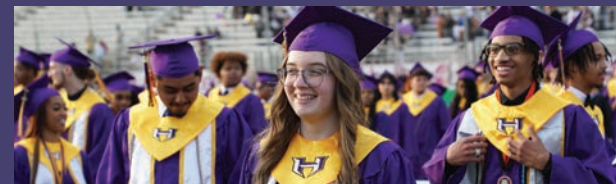
#### Phase Highlights

- **SA 5.3.1 – Property Management** – Property management practices of high-performing school districts have been benchmarked, including review of internal practices to define HCS standards.
- **SA 5.5.1 – Energy Management** – Energy management software/hardware was purchased for all facilities.
- **SA 5.5.2 – Water Monitoring** – Water flow monitoring equipment was implemented across district facilities.



# 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:

## Readiness to Learn and Access to Learning

**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 Kindergarten Ready

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



### Participation in Advanced Coursework

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



### Participation in World Languages Programs

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



### Student Engagement & Connectivity

• Student Connectivity  
Baseline **00%**  
2024 Goal **COMING**

• Student Attendance  
Baseline **00%**  
2024 Goal **COMING**

## 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%**  
2026 Goal **65%**



### Reading At or Above Grade Level

• Kindergarten  
Baseline **00%**  
2024 Goal **COMING**

• Grade 1  
Baseline **00%**  
2024 Goal **COMING**

• Grade 3  
Baseline **00%**  
2024 Goal **COMING**

• Middle School  
Baseline **00%**  
2024 Goal **COMING**

• High School  
Baseline **00%**  
2024 Goal **COMING**

• District  
Baseline **56%**  
2026 Goal **69%**

## 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.



### Graduates Meeting Course Requirements for College Admission

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



### Graduates Completing Industry Certifications or Career Pathways

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



### Participation & Performance of Students on National Assessments:

PSAT 8  
PSAT 10

Assessment	Participation	Performance
PSAT 8	Baseline 84%, 2024 Goal 90%	Baseline 16%, 2024 Goal 22%
PSAT 10	Baseline 66%, 2024 Goal 85%	Baseline 24%, 2024 Goal 38%

### ACT/SAT

Assessment	Participation	Performance
ACT/SAT	Baseline 00%, 2024 Goal COMING	Baseline 54%, 2024 Goal 70%
ACT/SAT ELA Readiness	Baseline 30%, 2024 Goal 50%	Baseline 30%, 2024 Goal 50%