



Community-Inspired  
**2021-2026 Strategic Plan**

Developed by the Henry County Board of Education

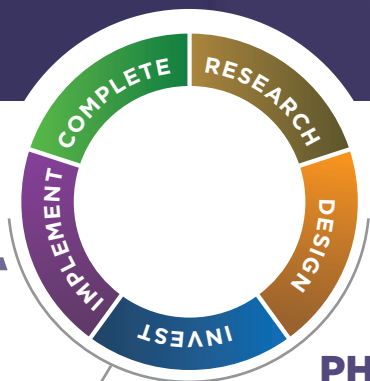


# QUARTERLY REPORT

**YEAR 3 | QUARTER 4 | JULY 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



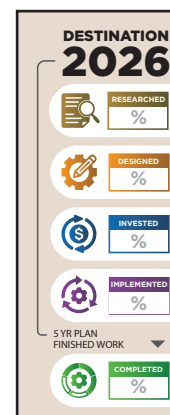
Once a project has moved through the phases of implementation, we identify it as 100% complete and monitor as necessary.

### 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  
45%

5 YR PLAN  
FINISHED WORK

COMPLETED  
44%

Quarter  
**Q4**  
JULY  
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 1.3.5b - STEM School Programming/Partnerships** - Progress is being made that will eventuate in the successful opening of a non-traditional STEM high school August 2027. Internal and external advisory planning committees are meeting to inform student profiles, academic course sequences, and overall building and equipment needs. The STEM high school areas of curriculum focus have been identified. The identified areas include engineering, biotechnology, and agriculture and sustainability.



### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 1.2.3 -Talent Development** - Talent Development has been in full implementation for two years now, and has resulted in an increase in the percentage of students identified for gifted. What's more, we now have evidence of the impact talent development has had on gifted identification. SY23 is the first year talent development was delivered at all elementary schools. We experienced a significant jump in identification between SY22 and SY23, which directly correlates with talent development delivery. Finally, we have increased the K-12 HCS gifted population from 2,510 students in SY23 to 2,804 students in SY24. That is an increase of 11.7%.
- **SA 1.2.5 - High School Courses at Middle School** - District and school leaders implemented a multi-tiered plan to increase opportunity and access for middle school students to earn high school credit in Career, Technical, and Agricultural Education courses (CTAE). Guidance was provided on using multiple measures to expand opportunity and access to advanced coursework. The Henry County Online Academy Coordinator and the Advanced Learning Coordinator collaborated on initial plans to increase access and opportunity through virtual

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### COMPLETE

#### Phase Highlights

- **SA 1.3.1 - Robotics & Coding** - The first HCS robotics showcase was held which provided the opportunity for ES and MS robotics teams and clubs to showcase their skills and scrimmage amongst one another.
- **SA 1.4.7 - Annual Art Exhibition** - The Annual Kaleidoscope District Art Exhibition, which was held at The Gallery at Hood Street, which showcased all elementary and secondary schools, including Impact and Excel Academies. The exhibition featured more than 800 pieces of art.
- **SA 1.5.5 - AAS Courses for Middle School** - STEM Camp has commenced for the first two weeks of June. The camp strands include CTAE pathways offered at AAS as well as other schools. The camp has been enhanced by incorporating the newly introduced elementary CTAE standards for engineering and agricultural science.

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## QUARTERLY REPORT

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RESEARCHED

96%



DESIGNED

80%



INVESTED

75%



IMPLEMENTED

45%

5 YR PLAN  
FINISHED WORK ▼



COMPLETED

44%

# Q4 JULY 2024

### STRATEGIC INITIATIVES

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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

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported when applicable.



### INVEST & IMPLEMENT

#### Phase Highlights

course offerings for middle school Honors courses.

- **SA 1.6.4 - Early Learning Resources** - The Early Learning Birth to Five website is now available, offering comprehensive support resources and readiness activities geared to support Henry's youngest learners. This platform provides valuable information for all community stakeholders. The website will continue to be elevated with additional learning engagement activities to ensure the best start for our children.



### COMPLETE

#### Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported when applicable.

# STRATEGIC ACTION

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## QUARTERLY REPORT

# 2 Advance Effective School Leadership & Classroom Instruction

DESTINATION  
**2026**

RESEARCHED  
**100%**

DESIGNED  
**64%**

INVESTED  
**67%**

IMPLEMENTED  
**43%**

5 YR PLAN  
FINISHED WORK

COMPLETED  
**43%**

**Q4**  
**JULY 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 2.1.2b - Highly Effective Classroom Teacher** - The Highly Effective Classroom remains the cornerstone of classroom expectations and strategies in Henry County Schools, guiding all professional learning and exemplifying excellent instruction.
- **SA 2.3.1 - Aspiring School Leader Alignment** - Leadership Services remains committed to amplifying the effectiveness of our school leaders, and developing a strong pipeline ready to lead in Henry County Schools. As we plan for our 4 Cohorts, namely APIP, LEAD, ASPIRE, and MODEL, we are continuing to deepen our focus on leadership competencies, aligning our professional development scope and sequence with the evolving needs of our students and, subsequently, our leaders. Brainstorming and networking sessions have been scheduled as we continue gathering ideas and experiences for these programs. We look forward to a robust Scope and Sequence in August 2024.



#### INVEST & IMPLEMENT

##### Phase Highlights

- **SA 2.3.4 - Henry Future Educators** - Future Educator Signing Day was held in early May, we had over 25 students who have committed to entering the field of education by enrolling in teacher certification programs at partner universities, and most indicated their desire to return to Henry County Schools. We continue to participate in any opportunities to speak to current students regarding opportunities for work in education.



#### COMPLETE

##### Phase Highlights

- **SA 2.1.4b - HenryInsights** - HenryInsights, our new data analytic platform provides organized dashboards and roster views for school and district leaders. These display key metrics in a simple, intuitive user interface including color-coded notifications and highlights information that require urgent leader and/or teacher action. Upon full implementation, all educators will have access to the platform to quickly discover actionable insights through data visualizations and reports to improve student outcomes. During the initial launch in quarter three, district leaders were given access to HenryInsights which allowed them to view PSO metrics and master dashboards in behavior and enrollment. The kick-off of the full implementation phase is planned to occur during the Summer Leadership Conference in late May.

# 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  
**76%**

DESIGNED  
**54%**

INVESTED  
**75%**

IMPLEMENTED  
**36%**

5 YR PLAN  
FINISHED WORK

COMPLETED  
**34%**

**Q4**  
JULY  
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 3.1.4 - HenryPartners Communication** - Partners in Education materials (rebranded as HenryPartners) have been drafted for the district website. These include a description of the program, FAQs, types of partnerships, contribution types, systems of support, and information on how to join. These webpages are still awaiting approval from the HenryPartners planning team. Plans to expand this information to school profiles and websites are on hold until district webpages are approved.

#### INVEST & IMPLEMENT

##### Phase Highlights

- **SA 3.3.4 - Family Connections Resource** - After the initial launch in 2022, the Family Connections Resource Library was relaunched in Fall 2023 in order to provide additional support and resources to all Henry County families. The Family Connections Resource Library is an on-demand resource that families can use to learn additional information about topics such as preparing their child for Kindergarten to helping to make math matter at home. The Family Connections Resource Library is updated regularly as new resources are made available.  
Information Services is exploring opportunities to embed the Family Connections library in Henry Connects for easier accessibilities to families.
- **SA 3.3.5 - Wraparound Services** - Community Resources that are on display are updated monthly by working team, social workers, counselors, and mental health and wellness facilitators  
Clothing Closet and food pantry are stocked by social work team and McKinney Vento assessments are completed by MV liaisons when families identify any homeless qualifiers during enrollment.

#### COMPLETE

##### Phase Highlights

- **SA 3.1.2 - HenryPartners Structure** - Henry Partners structure which defines partners in education and includes mentor and volunteer programs was completed. In addition to the structure, a roadmap which identifies the step-by-step process partners take from interest through to a partnership beginning.
- **SA 3.3.3 - International Enrollees** - As of April 30, 2024, the Welcome Center has assisted 18,492 visitors since its opening in June 2021. The center provides valuable support to families, including assistance with enrollment, registration, and other wraparound needs.  
The HCS Welcome Center actively seeks feedback from visitors to drive continuous improvement. According to survey results:  
**Assistance Satisfaction: 94%** of respondents were "satisfied or very satisfied" with the assistance provided by staff members at the Welcome Center.  
**Question Resolution: 93%** of respondents felt "satisfied or very satisfied" that their questions were answered and issues resolved during their visit.  
**Staff Knowledge: 94%** of respondents "agree or strongly agree" that Welcome Center staff members were knowledgeable. Language Services has served over 500 families by March, 2024.

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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%

Quarter  
**Q4**  
JULY  
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 4.3.1 - Health & Wellness Partnerships** - Employee Benefits and Support and Acentra Health will offer presentations highlighting our Employee Assistance Program (EAP) and our internal services available through our Employee Assistance platform during Educators Launch Choice Sessions- July

Employee Benefits is hosting a Benefits Fair for 24-25 new hires and principals during Launch to engage with over 30 vendors offering insurance programs and services, employee perks and professional educational associations.

In partnership with GUCU, live virtual financial webinars focusing on home ownership and automobile purchasing tips will be offered to all employees in August.

### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 4.1.3 - Counselor Resources** - The Advisement and Counseling Toolkit has received ongoing revisions and additions including essential Companion Guide linkage. The toolkit serves as a one stop toolkit for school counselors and college & career readiness specialists.

- **SA 4.1.4 - College Access** - Middle school and high school students were exposed to the Naviance platform aligned with a college and career ready culture! Grades 6-12 were provided an opportunity to complete a career assessment or career aptitude to enhance their knowledge of colleges and careers that peak their interests and passion.

### COMPLETE

#### Phase Highlights

- **SA 4.2.1 - Movement & Health Programming** - We partnered with Henry County Parks and Recreation and was able to offer pickleball instruction to over 20 schools. Volunteers came weekly to teach the basics of pickleball.

- **SA 4.4.2 - Health & Wellness** - The Mental Health and Wellness Facilitators have successfully provided training to over 2000 teachers and staff members on implementing the Trauma Informed Care (TIC) framework into highly effective classroom practices. The training focus on the practical implementation of the TIC framework and highly effective classroom, ensuring our educators are well-equipped to create safe, supportive, and nurturing classroom settings that promote resilience, enhance student engagement, and improve academic outcomes.

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## QUARTERLY REPORT

# 5

## Advance a High-Performing Operational Culture

### DESTINATION 2026

RESEARCHED  
95%

DESIGNED  
88%

INVESTED  
91%

IMPLEMENTED  
65%

5 YR PLAN  
FINISHED WORK

COMPLETED  
73%

# Q4 JULY 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

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported when applicable.

### INVEST & IMPLEMENT

#### Phase Highlights

- **SA - 5.1.6 - ERP System Implementation** - HCS Financial Services team is working with implementation partners and the extended care service team to troubleshoot areas that require attention after a successful launch of AccessHCS. HCS Human Resource team is in the process of migrating HR data to the HCM module of AccessHCS. User and Employee training will begin in July 2024 with an anticipated go-live date of the HCM module in September 2024.
- **SA - 5.2.3 - Data Reporting** - Data Council and district data teams worked to create priority matrix with key variables to assist in determining reporting priority. This is being implemented along with our technical system, HenryInsights data reporting solution.

### COMPLETE

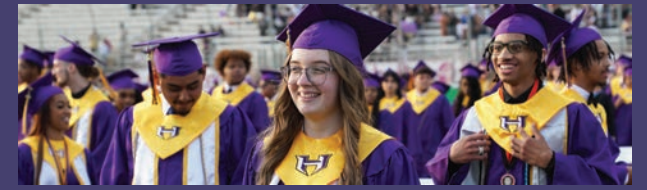
#### Phase Highlights

- **SA - 5.2.4 - Data Owners** - Establishing a reporting operating model has set clear standards for reporting practices and data ownership, improving the availability of reliable information across the district. Another key objective was to define a data reporting hierarchy to establish reporting priority levels and reporting frequency. Stakeholder collaborations also enabled the development of a priority matrix to guide decision-making on reporting priorities. This matrix integrates seamlessly with Henry Insights and empowers stakeholders to identify and prioritize critical data elements, aligning reporting efforts with strategic objectives and operational needs.



# 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

- 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 **77%** 2026 Goal **82%**
  - Student Attendance: Baseline **77%** 2026 Goal **COMING 2024**

## Literacy Proficiency

- Reading Growth from Grade to Grade**  
 Baseline **51%** 2026 Goal **65%**
- Reading At or Above Grade Level on Local Assessments (AMIRA)**
  - Kindergarten: Baseline **46%** 2026 Goal **COMING 2024**
  - Grade 1: Baseline **45%** 2026 Goal **COMING 2024**
- Reading At or Above Grade Level on State Assessments (GMAS)**
  - Grade 3: Baseline **59%** 2026 Goal **67%**
  - Middle School: Baseline **62%** 2026 Goal **67%**
  - High School: Baseline **64%** 2026 Goal **68%**
  - District\*: Baseline **62%** 2026 Goal **COMING 2024**

\*Combined grade levels 3, Middle School, and American Literature

## College, Career, and Life-Ready

- Graduates Meeting Course Requirements for College Admission**  
 Baseline **80%** 2026 Goal **COMING 2024**
- Graduates Completing Industry Certifications or Career Pathways**  
 Baseline **23%** 2026 Goal **COMING 2024**
- Participation & Performance of Students on National Assessments:**

PSAT 8	PARTICIPATION	PERFORMANCE
	Baseline <b>84%</b> 2026 Goal <b>90%</b>	Baseline <b>16%</b> 2026 Goal <b>22%</b>
PSAT 10	Baseline <b>66%</b> 2026 Goal <b>85%</b>	Baseline <b>24%</b> 2026 Goal <b>38%</b>
	ACT/SAT	PARTICIPATION
ACT/SAT ELA Readiness	Baseline <b>38%</b> 2026 Goal <b>48%</b>	PERFORMANCE
	Baseline <b>54%</b> 2026 Goal <b>70%</b>	Baseline <b>30%</b> 2026 Goal <b>50%</b>