



Community-Inspired 2021-2026 Strategic Plan

Developed by the Henry County Board of Education



QUARTERLY REPORT

YEAR 4 | QUARTER 2 | JANUARY 2025

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.

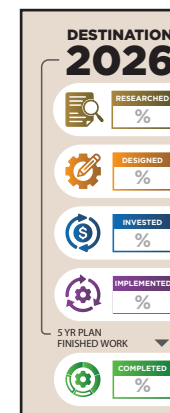


STRATEGIC INITIATIVES

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
98%

DESIGNED
80%

INVESTED
75%

IMPLEMENTED
52%

5 YR PLAN
FINISHED WORK ▼

COMPLETED
51%

Q2 uarter

**JANUARY
2025**

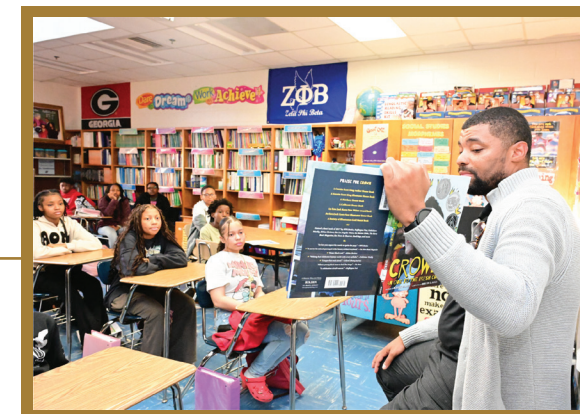
STRATEGIC INITIATIVES

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

- **1.1.1a - ESE Teacher Support** - The Exceptional Student Education (ESE) Department collaborated with Learning and Performance to ensure Student Support Facilitators (SSFs) participate in professional learning to coach ESE teachers. All SSFs participated in Instructional Coaching to Improve Teacher Practices training. ESE also collaborated with Data Systems and Accountability to ensure SSFs know how to utilize Henry Insights to access data to make informed decisions regarding student instruction. Additionally, ESE provided training to SSFs for Assistive Technology, Instruction, and Collab to Co-Teaching.
- **SA 1.2.5a - Advisement Guide** - Revisions to the 2025-2026 Advisement Guide are underway, and cross-divisional teams will provide updates in preparation for the course registration season.



INVEST & IMPLEMENT

Phase Highlights

- **SA 1.1.1b - BASE Literacy Program** - The Before and After School (BASE) program made strides in program delivery by using acquired resources and the BASE dashboard to enhance lesson planning and engagement in literacy instruction. Instructors used these tools to design impactful lessons tailored to students in the program. Daily read-aloud sessions remained a cornerstone of literacy development, fostering a love for reading and enhancing comprehension skills among students. Additionally, BASE successfully launched after-school tutorials to target reading gaps, with a concentrated focus on supporting fourth- and fifth-grade students.
- **SA 1.2.2 - Gifted Services** - HCS continues to screen all elementary and middle school students for gifted services through universal Measures of Academic Progress testing in first-eighth grades and teacher screening in Kindergarten. Additionally, K-5 talent development pools aim to identify students with gifted potential who might otherwise have been overlooked and prepares them for success on gifted evaluations.



COMPLETE

Phase Highlights

- **1.1.1 - High-Quality Literacy Resources** - The English Language Arts (ELA) cadre has been finalized, and work is underway to develop instructional resources for the new K-12 ELA standards. Teams are working to ensure aligned resources are used to create seamless, high-quality instructional resources for teachers. There are currently 30 teacher/teacher-leaders serving on the cadre.
- **1.1.2 - Literacy-Based Professional Learning** - In addition to district professional learning days for all teachers, the English Language Arts (ELA) team hosted several ELA virtual professional learning sessions (Playgrounds), providing teachers with data-driven, relevant professional learning related to reading and writing. This included sessions to unpack the most commonly missed assessment items on recent unit assessments, strategies for teaching writing, using the unit planning materials to ensure high-quality instruction, and a preview of the new standards. Participation has grown with each playground session.

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QUARTERLY REPORT

1 Advance Learning Opportunities & Experiences for All Students

DESTINATION
2026



RESEARCHED
98%



DESIGNED
80%



INVESTED
75%



IMPLEMENTED
52%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
51%

Q2 quarter

**JANUARY
2025**

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 - Continued



INVEST & IMPLEMENT

Phase Highlights - Continued

- **SA 1.3.3a - STEM Expansion** - The STEM program has made strides in fostering creativity and innovation. The expansion to twice-weekly STEM rotations provides students with more hands-on opportunities to explore science, technology, engineering, and math concepts. To support these rotations, additional resources, such as Lego kits, were introduced this year. Additionally, STEM activities have been uploaded to the BASE dashboard, ensuring instructors have easy access to detailed lesson plans and resources. This streamlined approach has empowered our instructors to implement STEM lessons effectively and consistently each week.



COMPLETE

Phase Highlights - Continued

STRATEGIC ACTION

2

Advance Effective School Leadership & Classroom Instruction

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QUARTERLY REPORT

DESTINATION
2026



RESEARCHED
93%



DESIGNED
71%



INVESTED
67%



IMPLEMENTED
57%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
57%

Q2 quarter

**JANUARY
2025**

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

- **2.3.2 – Recruiting Expansion** – The User Acceptance Testing phase of implementation of Access HCS is well underway, with a go-live date of January 2025. Human Resources is identifying opportunities to leverage the new system to streamline candidates for vacancies and ensure the application is focused on the candidate and hiring manager experience. Human Resources will begin planning for the March 2025 Certified Educator Career Fair and spring 2025 university career fairs. The department also plans to incorporate more Career Chats and open office hours.



INVEST & IMPLEMENT

Phase Highlights

- **SA 2.3.4 – Teacher Pipeline Development** – Henry County Schools continues to support student teachers, Georgia Teacher Academy for Preparation and Pedagogy (TAPP) participants, and current staff, while also providing opportunities for growth within the district. Human Resources supported Learning and Performance in hosting the first ParaFest in early November. ParaFest filled to capacity with 150 HCS paraprofessionals who expressed a desire to grow in their field, either by entering an alternative teaching program, or furthering their education to become a teacher. HCS will continue to pursue opportunities to inform students about careers in education.



COMPLETE

Phase Highlights

- **SA 2.1.3b – Professional Development** – HCS consistently integrates the principles and terminology of the Highly Effective Classroom framework into our Henry Reads initiative and data-driven instruction professional learning sessions.

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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
43%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
41%

Q2 quarter

**JANUARY
2025**

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 3.2.3 - Develop and Promote Mentoring Program** - The district provided comprehensive training to all principals on the districtwide process for tracking and monitoring mentors. Community partners, YMCA, Student Success Agency, and Georgia State University, helped to secure and plan the implementation of two federal grants aimed at identifying mentors and expanding mentoring initiatives across the district.
- **SA 3.5.1 - Henry County Public Schools Foundation Formalization** - The Henry County Public Schools Foundation established its bylaws. Two key software components were acquired to support the day-to-day operations of the foundation. These technologies include new systems to manage board of trustees operations and the stewardship of donations to the foundation. The foundation was issued an EIN, allowing it to submit the IRS Form 1023 for tax-exempt status.
- **SA 3.5.3 - Henry County Public Schools Foundation** - The Henry County Public Schools Foundation is preparing for its first year of operation and establishing impactful scholarships, funding grants, and investing in programs that align with the district's goals to enhance educational opportunities in the community.



INVEST & IMPLEMENT

Phase Highlights

- **SA 3.1.1 - District Partnerships** - The district-based Henry Partners Leadership Team (HPLT) redesigned the process for managing the database of school and district partners, shifting from static survey-based compilation to dynamic immediate updates allowing for real-time collaboration between the district-based Henry Partners Leadership Team and school-based Henry Partners Leadership Teams in order to seamlessly fulfill the partnership needs of schools in an equitable manner. Each school-based Henry Partners liaison has been trained on implementing the Henry Partners Digital Binders and will complete initial databasing by the close of the year.
- **SA 3.8.3 - English Proficiency Courses** - The district expanded English proficiency courses for non-English speaking families through additional classes on navigating Infinite Campus and Google Classroom.



COMPLETE

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y4Q3 Highlights reporting: April 2025

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QUARTERLY REPORT

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

DESTINATION
2026



RESEARCHED
95%



DESIGNED
67%



INVESTED
67%



IMPLEMENTED
37%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
37%

Q2 uarter

**JANUARY
2025**

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 – Student and Employee Wellness and Support** - Henry County Schools seeks to expand health and wellness partnerships, opportunities, and community resources to all students and employees. The district's Benefits Department presented an overview of the upcoming Open Enrollment to principals during Compass and the monthly meeting of HCS's Mental Health and Wellness Facilitators. The sessions enabled productive engagement and determination of tactics to increase participation and opportunities offered to employees. The Coordinator of Employee Support offers a virtual six-week grief group for staff struggling with loss. Staff experiencing food insecurity received helpful information through a weekly staff newsletter, which has resulted in an increase in referrals for employee support. Benefits continued its relationship with Sam's Club Pharmacy in McDonough to host vaccination clinics. Additionally, local nonprofit For The Kid partnered with HCS to support homeless students and children of staff during the holidays.



INVEST & IMPLEMENT

Phase Highlights

- **SA 4.1.3 – Counseling and Advisement Toolkit** - Ongoing revisions to the Counseling and Advisement Toolkit ensure information is up to date. Professional development continues to be aligned with the Strategic Plan, Continuous School Improvement Plan, Priority Student Outcomes, Key Performance Indicators, and the National Model and includes any needs of the school counselors and college and career readiness coaches.
- **SA 4.3.3 – Employee Wellness Campaigns/Health Insurance** - Henry County Schools has implemented wellness campaigns targeting employee physical health and overall well-being. The Skills That Help You Be Your Best campaign for increasing coping skills was promoted in 30 schools and at every New Employee Orientation session. Employees received resources, including referrals for additional support. The district's Benefits Department, Sam's Club Pharmacy in McDonough, and Mental Health and Wellness Facilitators (MHWFs) districtwide partnered to host vaccination clinics for employees and their families. A total of 184 vaccines were administered across 12 clinics. Stemming from this partnership, Sam's Club Optical Center proposed onsite vision screening for HCS teachers and students, with details to be presented early 2025 and in SA



COMPLETE

Phase Highlights

- **SA 4.2.1 – Play-Based BASE Programs** - The district made significant strides in its Before and After School Enrichment (BASE) program through engaging, safe, and skill-building activities. Instructors received weekly play-based game plans to support them in creating an interactive environment. These activities are designed to be easy to implement while ensuring students have fun and stay safe. BASE will continue offering pickleball in over seven programs, giving students an opportunity to stay active and learn teamwork through this growing sport. Additionally, thanks to generous donations, several programs received golf equipment, introducing students to basic golf swings.
- **SA 4.2.3 – BASE Program Staff Development** - Work continues to bolster mental wellness and foster supportive environments for all Before and After School Enrichment (BASE) program stakeholders. Regular one-on-one sessions provided staff with a safe space to share concerns, seek guidance, and celebrate successes. These check-ins ensure team members feel valued and supported in their roles. The program hosted two interactive workshops centered on classroom management and lesson planning, empowering

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

DESTINATION
2026



RESEARCHED

95%



DESIGNED

67%



INVESTED

67%



IMPLEMENTED

37%

5 YR PLAN
FINISHED WORK ▼



COMPLETED

37%

Q_{uarter}
2

JANUARY
2025

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 - Continued



INVEST & IMPLEMENT

Phase Highlights - Continued

(SA 4.1.3 Continued) September or October 2025, Benefits partnered with Communications and district MHWs to educate employees about 2025 benefits elections, open enrollment, and retirement implications through three virtual sessions. There were additional virtual and onsite sessions for the Transportation Department. Maximizing wellness benefits was a focal point of open enrollment communications.



COMPLETE

Phase Highlights

SA 4.2.3 Continued) instructors with practical strategies and tools. The sessions have boosted instructor confidence and provided a collaborative platform for sharing best practices. Staff received appreciation notes in recognition of their vital contributions and to foster team spirit.

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QUARTERLY REPORT

5

Advance a High-Performing Operational Culture

DESTINATION 2026



RESEARCHED

95%



DESIGNED

82%



INVESTED

82%



IMPLEMENTED

65%

5 YR PLAN
FINISHED WORK ▼



COMPLETED

73%

Q₂uarter

JANUARY 2025

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 5.4.1 & SA 5.4.2 - Advancement and Retention** - HCS continues work to design career pathways for all job classifications based on compensation guidelines and the continued implementation of the district's Enterprise Resource Planning platform. Compensation studies and long-term planning will identify and optimize opportunities to enhance career pathways.
- **SA 5.4.3 - Career Pathways** - HCS continues efforts to design and formalize in-job career pathways and explore opportunities for internal promotion by leveraging compensation studies and organization assessments.



INVEST & IMPLEMENT

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y4Q2 Highlights reporting: January 2025



COMPLETE

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y4Q2 Highlights reporting: January 2025

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%** **44%**
2026 Goal



Participation in Advanced Coursework

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



Participation in World Languages Programs

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



Student Engagement & Connectivity

• Student Connectivity
Baseline **77%** **82%**
2026 Goal

• Student Attendance
(Attended 90% or More of Enrolled Days)
Baseline **77%** **85%**
2026 Goal

Literacy Proficiency



Reading Growth from Grade to Grade

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



Reading At or Above Grade Level on Local Assessments (Amira)

• Kindergarten
Baseline **46%** **49%**
2026 Goal

• Grade 1
Baseline **45%** **49%**
2026 Goal



Reading At or Above Grade Level on State Assessments (GMAS)

• Grade 3
Baseline **59%** **67%**
2026 Goal

• Middle School
Baseline **62%** **67%**
2026 Goal

• High School
Baseline **64%** **68%**
2026 Goal

• District*
Baseline **62%** **65%**
2026 Goal

*Combined Grade Levels 3, 6, 8, and American Literature (HS)

College, Career, and Life-Ready



Graduates Meeting Course Requirements for College Admission

Baseline **80%** **82%**
2026 Goal



Graduates Completing Industry Certifications or Career Pathways

Baseline **62%** **65%**
2026 Goal



Participation & Performance of Students on National Assessments:

PSAT 8®

PARTICIPATION
Baseline **84%** **90%**
2026 Goal

PERFORMANCE
Baseline **16%** **22%**
2026 Goal

PSAT 10®

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

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

ACT/SAT®

PARTICIPATION
Baseline **38%** **48%**
2026 Goal

ACT/SAT® ELA Readiness

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

ACT/SAT® Math Readiness

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