



Community-Inspired
2021-2026 Strategic Plan

Developed by the Henry County Board of Education



QUARTERLY REPORT

YEAR 1 | QUARTER 3 | APRIL 2022

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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



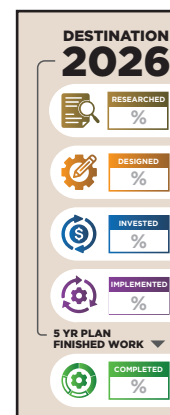
Once a project has moved through the phases of implementation, we identify it as 100% complete and monitor as necessary.

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 years 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, & 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 five 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
33%



DESIGNED
9%



INVESTED
7%



IMPLEMENTED
4%

5 YR PLAN
FINISHED WORK ▼



COMPLETED
4%

Q3 quarter

**APRIL
2022**

STRATEGIC INITIATIVES

Nurturing strong partnerships with Henry County early learning providers & other community partners

Improving student knowledge and skills around wellness, well-being, and creating real world connections

Expanding opportunities and access for students: Advanced Coursework, Science, Technology, Engineering, Math (STEM), Fine Arts

Creating 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 - Work began on studying advanced math criteria to create an accelerated mathematics guideline for the 2022-2023 school year.
- SA 1.2.6a - Revisions made to the Advanced Placement recruitment support materials and student advisement documents based on feedback and in collaboration with the HCS Counseling Office.
- SA 1.3.5a - Visits planned to other school districts for planning and development of new STEM high school building. STEM high school site selection celebrated with the community partners and future students.
- SA 1.6.3 - Data collection process developed to obtain information on Pre-K/Day Care experience from enrolling kindergarten students ahead of the 2022-2023 school year. The information will enable HCS staff to develop reports for Pre-K providers after GKIDS Readiness data are collected in the fall.



INVEST & IMPLEMENT

Phase Highlights

- SA 1.1.1b - Literacy activities to support this enrichment rotation happen daily in all 28 ASEP programs.
- SA 1.6.2 - Conducted the first Early Care Provider Summit in March 2022 to build partnerships and foster relationships with the Henry County community-based providers.



COMPLETE

Phase Highlights

- SA 1.4.7 - The first HCS Kaleidoscope of the Arts District Art Exhibit was held at The Gallery at Hood Street. The exhibit was installed by HCS art teachers and open to the public, with a reception to conclude the event. The HCS Kaleidoscope of the Arts District Art Exhibit is now an annual event.

STRATEGIC ACTION

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HENRY
COUNTY SCHOOLS



QUARTERLY REPORT

2 Advance Effective School Leadership & Classroom Instruction

DESTINATION 2026

RESEARCHED
22%

DESIGNED
4%

INVESTED
0%

IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK

COMPLETED
0%

Q3

quarter

APRIL 2022

STRATEGIC INITIATIVES

Aligning frameworks for effectiveness in:
Schools | Classrooms | Leadership | Teaching | Professional Support Roles

Advancing school leadership capacity:
Leading Instruction | Data Teaming | Collaborative Planning | School Improvement | Community Engagement

Creating pipelines for recruitment, development, and advancement of personnel:
District Leaders | School Leaders | Certified Teachers | Classified Staff

Expanding 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 - Team engaged in deep synthesis and analysis of identified best practices as identified in research in the three areas of the Highly Effective Classroom: Instruction, Learning Engagement and Conditions for Learning, then designed the structure of effective practices. A framework for an intentional, systemic approach to implementation for 2022-2023 school year was drafted.
- SA 2.1.4 - Created operational definitions, data sources, and calculations for baseline metrics; first set of PSO metrics was built; and strategic plan dashboard was developed for tactic process, timeline, phases, financial commitments, and updates to be captured.
- SA 2.3.3 - Studies underway to examine various school districts and any models of a Support Staff Academy for replication in HCS.
- SA 2.4.2 - Initial drafts presented of vertical alignment of standards and courses for feedback to the core team and members of executive cabinet for feedback.

INVEST & IMPLEMENT

Phase Highlights

- SA 2.1.4a - Each school now has a school profile where community stakeholders may find information about student opportunities, school outcomes, and demographic information. There are also brief highlights allowing schools to share their unique practices. All profiles can be accessed through the HCS website.

COMPLETE

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Q4 Highlights reporting: Summer 2022.

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
41%

DESIGNED
8%

INVESTED
0%

IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK

COMPLETED
0%

Q3

APRIL 2022

STRATEGIC INITIATIVES

Expanding "Partners in Education" including: 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

Elevating systematic language services and community partnerships with intergovernmental agencies

Building 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 - A draft for the mentoring training, mentor application, and guidelines is complete and currently under review.
- SA 3.8.1 - Recruitment has begun to increase enrollment opportunities to obtain a high school equivalent diploma; the district will send out over 600 informational letters to prospective students who did not obtain a high school diploma.
- SA 3.8.5 - Parent focus group meetings underway to garner input and feedback regarding the development of the Family View within HenryConnects. The Family View demo site is under development.



INVEST & IMPLEMENT

Phase Highlights

- SA 3.3.1 - Be Ready Day One working team established along with a timeline for implementation and communication.
- SA 3.7.1 - Completed year-long cycle of meeting with each of the four municipalities to strengthen collaboration.



COMPLETE

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Q4 Highlights reporting: Summer 2022.

STRATEGIC ACTION

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QUARTERLY REPORT

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

DESTINATION
2026

RESEARCHED
48%

DESIGNED
15%

INVESTED
17%

IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK ▼

COMPLETED
0%

Q3 quarter
APRIL 2022

STRATEGIC INITIATIVES

Establishing comprehensive school-wide counseling, academic & career coaching, & advisement systems

Establishing community health & wellness collaborative for students:
Physical | Emotional | Academic | Mental

Establishing employee wellness framework & commitment

Establishing a continuum of services ensuring safe & healthy learning environments



IMPLEMENTATION HIGHLIGHTS

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



RESEARCH & DESIGN

Phase Highlights

- SA 4.1.1 - A Comprehensive School Counseling Program (CSCP) framework has been designed and a corresponding program assessment has been implemented.
- SA 4.1.3 - A resource toolkit has been created and shared with school counselors, added to the Employee page of the district website, and will be added to the Henry Connects platform. Professional development is in progress.
- SA 4.2.6 - The first meeting of the School Health Advisory Council was held. The group consists of community and district leaders sharing ideas and improvements for our schools.



INVEST & IMPLEMENT

Phase Highlights

- SA 4.1.4 - School counselors are meeting with students to complete the scope and sequence of college/career readiness. Parent information sessions are scheduled for April 21st.
- SA 4.4.4 - Implementation of single-point entry buzzer system project is currently under construction.
- SA 4.4.5 - Installation of HVAC in every elementary school gym is underway after a successful bid process and board approval.



COMPLETE

Phase Highlights

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STRATEGIC ACTION

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QUARTERLY REPORT

5

Advance a High-Performing Culture

DESTINATION 2026

RESEARCHED
26%

DESIGNED
19%

INVESTED
8%

IMPLEMENTED
0%

5 YR PLAN
FINISHED WORK ▼

COMPLETED
0%

Q₃ quarter

APRIL 2022

STRATEGIC INITIATIVES

Implementing an enterprise resource management system to integrate finance, human resources, procurement, & document management

Developing a comprehensive data strategy & support structures

Establishing basic equipment lists for classrooms, school common spaces, & office spaces

Updating compensation & classification infrastructure

Expanding 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 5.1.1c - 10+ ERP Business workshops were held to identify the critical business areas/practices to be covered in a migration to a new ERP system.
- SA 5.2.5 - Key infrastructure elements, necessary for data quality including processes for requesting data, managing the report development process, universal standards for creating report/dashboards, among others, were identified. In addition, key elements of the model were identified to support collaborations between data liaisons and the data management team, utilizing the Data Council.
- SA 5.3.1 - Benchmarking practices for growth and replacement of equipment based on study and research of other high-performing districts. An Elementary facilities manual is near completion and a pilot Growth and Replacement Plan will be scheduled soon after.

INVEST & IMPLEMENT

Phase Highlights

- SA 5.5.2 - Budgeting for water flow monitoring equipment has been completed for the identified schools as a part of the FY23 operations budget.

COMPLETE

Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Q4 Highlights reporting: Summer 2022.

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



Reading and writing at or above grade level

• Reading



• Writing



Access for every child in diverse grade level content, literature, resources, and world language programs

• Grade level content



• Literature



• Resources



• World Language Programs



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



• Gross Motor Skills



Participation in advanced coursework



Students demonstrating personal health & well-being



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



• Graduates who qualify for Zell Miller scholarship



High school graduates meeting college readiness benchmarks in English Language Arts and Mathematics

• ELA College Readiness
• MATH College Readiness



HCS Graduate Outcomes

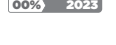


Students/Graduates completing career inventories, internships/apprenticeships, and industry certifications

• Internships and Apprenticeships



• CTAE Pathway Completers who are eligible for industry credentials
• Career Inventories



Students demonstrating financial literacy, soft skills, and mastery of IEP transition goals (ESE)

• Financial Literacy
• Soft Skills
• IEP Transition Goals



Participation & performance of students on PSAT 8 & PSAT 10/NMSQT

• PSAT 8
• PSAT 10/NMSQT

