STRATEGIC PRIORITIES

STATUS REPORT

FINAL

AUGUST 10, 2020

HENRY COUNTY SCHOOLS

BOARD OF EDUCATION

HENRY COUNTY SCHOOLS

STRATEGIC PRIORITIES
2019-20 STATUS REPORT

UNIFY | STRENGTHEN | ENSURE

The Strategic Priorities provided focus for the district from April 2018 - August 2020 in response to direct from feedback from parents, students, and the community. District leaders listened, took action, and are now providing an account for the progress.

Superintendent Mary Elizabeth Davis and the 2018 Board of Education publicly shared an established set of priorities for the district during April of that year. The priorities were the initial focus of the district in its pursuit of high-performance outcomes and success for students in every school.

The priorities laid the groundwork for the Board of Education-Superintendent Governance team, as well as district employees, families, and the Henry County community to move closer to developing and establishing a long-range strategic plan to guide the district in the years to come.

After sharing an update on this important work in July of 2019, the 2019-20 school year began. What unfolded with roughly nine weeks left in the school year was unprecedented. A global pandemic created an unthinkable interruption to the school year, but work continued and much of the work detailed in this document was either completed prior to the pandemic or was well underway and almost completed through the extended closure.

In this report is a key which details the completion or progress stages of important tasks of the board and district leadership team. Green checks are merely used to indicate that a certain task toward a goal was realized, and all other status indicators indicate the progress of a task at this stage.
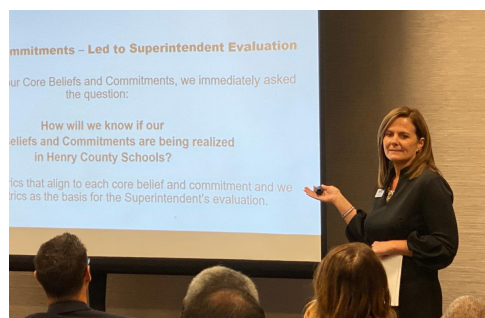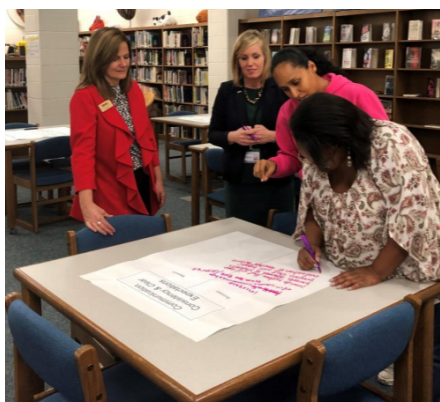
HENRY COUNTY SCHOOLS

2019-20

Status Indicator

- ✅ Complete
- ◑ Significant Progress
- ◑ Moderate Progress
- ◕ Minor Progress
- ▶ Continuous

**Status indicators do not mean that priority is finished or work has stopped. Green checks are merely to indicate that a certain task toward a goal was realized, and all other status indicators indicate the progress of a task at this point.

UNIFY HENRY COUNTY AROUND EXCELLENCE IN PUBLIC EDUCATION.

Foster strong parent and family relationships.

- Embrace parents as the first teachers and family as key in learning.
  - ✅ Established 3 of 13 different Superintendent Advisory Councils uniquely comprised of parents.
  - ✅ Implemented a successful summer learning campaign called Learning Never Stops.
  - ✅ Superintendent School Council Connections. ***Hosted 50 school council meetings.***

- Build reliable systems for communicating student learning progress and gaps.
  - ✅ A total of 66 unique focus groups (parents, students, teachers, leaders, and staff) provided feedback to BOE to craft approved policy IHA and regulation IHA-R pertaining to grading systems and how info would be shared with families. Included the release of a new elementary (K-4) report card.
  - ✅ Launch Family Connections. ***Completed online registration, new student B2S documents, immunizations, medical assistance, parent work-shops.***
  - ✅ Refine promotion/retention process; refine/improve consistency of academic alert notifications. ***Policy IHE Established 5/20/20***
  - ◑ Design and deliver HenryConnects – a one-stop-digital platform of resources for parents to support learning at home intended to decrease the number of unique digital access points parents currently navigate. ***Teacher Version in pilot phase; Parent Version Next***
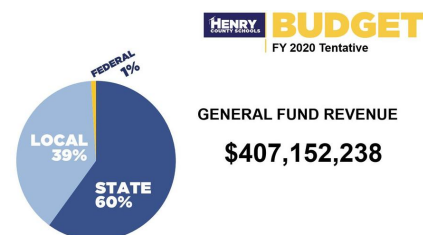
Foster strong community relationships.

- Protect and promote a community school culture.
  - ✅ Established 13 Superintendent Advisory Councils to provide input/feedback regarding the direction of Henry County Schools.
  - ✅ Made BOE accessible by broadcasting all regularly scheduled meetings, followed by a video recap and written Board Highlights sent to all district families via email blast.
  - ✅ Superintendent and district leadership team visits to each school and school council meetings at least once.
  - ✅ Utilized community voice through Community Conversations regarding safety/security and budget to develop priorities regarding both subjects which have since resulted in new safety measures and the passage of the largest budget in school system history.
  - ✅ Further extended outreach to community: establishment of Boys & Girls Club; Henry Learning & Support Center; Operation Lunchbox

2019-20

Status Indicator

✅ Complete

◔ Significant Progress

◑ Moderate Progress

◕ Minor Progress

▶ Continuous

HENRY BUDGET
FY 2020 Tentative

GENERAL FUND REVENUE
$407,152,238

FEDERAL 1%
LOCAL 39%
STATE 60%

UNIFY HENRY COUNTY AROUND EXCELLENCE IN PUBLIC EDUCATION.

Foster strong community relationships. (Cont'd.)

- Protect and promote a community school culture.
  - ✅ Superintendent participation on board of Henry County Chamber of Commerce.
  - ✅ Superintendent School Council Connections; State of the Schools update; keeping updates to Strategic Priorities available on the website; begin the long-range Strategic Planning process. ***Strategic Plan Adopted 7/13/20; State of Schools Postponed***

Invest in our workforce.

- Pursue competitive salary, benefits, and a positive work environment.
  - ✅ BOE passed the largest budget in school system history with $22 million committed to supporting salary increases for personnel.
  - ✅ Restructured district divisions to provide targeted support to schools, school employees, and student learning.
  - ✅ Established Heart of Henry and Exceptional Educator recognitions to go along with Teacher of the Year.
  - ◔ Establish a Classified Employee of the Year event; Provide induction, training, and resources for all employees in all job families; continue to pursue competitive compensation packages. ***First ESPYs event held in Nov. 2019***

- Develop leadership capacity at all levels: district, school, teacher, student, and community.
  - ✅ Continued work of Henry Leadership Academy for leadership development of teachers, assistant principals, principals, athletic directors, and other administrators.
  - ◑ Establish a Teacher Leader program for teachers who lead from the classroom; Establish a new district-leader development plan; Establish clear induction, growth, and recognition opportunities for all job families.

Share the story of learning.

- Ensure common messaging, strategic narrative, and attentive branding.
  - ✅ Updated district logo across all platforms and initiated #BetterTogether theme for district promotion of all things taking place in HCS.
  - ✅ Added heavy video/visual focus to communication efforts to reach new audiences on social media and other communication channels.
  - ✅ New accountability campaign - #ExpectExceptional - started.

HENRY COUNTY SCHOOLS

2019-20

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UNIFY HENRY COUNTY AROUND EXCELLENCE IN PUBLIC EDUCATION.

Share the story of learning. (Cont'd.)

- Ensure common messaging, strategic narrative, and attentive branding. **_AWARD-WINNING from GA School PR Association_**
  - ✅ Developed Board Meeting Highlights and Video Recap to share updates from district and BOE actions.

  - ✅ Placed even greater emphasis on district employees and students through recognitions such as Teacher of the Year and Principal feature videos, Exceptional Educator/Standout Students, and the Heart of Henry.

STANDOUT in STUDENTS HENRY COUNTY SCHOOL

Great job!

EXCEPTIONAL EDUCATORS HENRY COUNTY SCHOOL

Inspiring every day!

MONTHLY HENRY COUNTY SCHOOLS BOARD MEETING RECAP
July, 2020
HENRY COUNTY BOARD OF EDUCATION

Better together.

Board Members

Josh Hinton (Chair) District 2
joshua.hinton@henry.k12.ga.us

Holly Cobb (Vice Chair) District 3
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Dr. Pam Nutt District 1
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Annette Edwards District 5
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Mary Elizabeth Davis Superintendent
maryelizabeth.davis@
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District Strategic Priorities

Unify
Unify Henry County around
excellence in public education.

Strengthen
Strengthen our core business of
student learning.

Ensure
Ensure a high performing
environment for all students.

HENRY COUNTY SCHOOLS

HCS BOARD OF EDUCATION MONTHLY MEETING HIGHLIGHTS
Click here for Video Recaps and Highlights archives   Vol. 3, No. 10 - April 20, 2020

Emergency Meeting of the Board of Education

Prior to the April 20, 2020 meeting of the Henry County Board of Education, members convened in their first-ever Remote Board meeting that was live-streamed through the Henry County Schools YouTube channel. At that meeting, the board of education took action on an Emergency Resolution and Declaration. This resolution officially adopted the waivers identified by the State Board of Education along with waivers of local school board policies during the declared State of Emergency in Georgia. Additionally, the resolution ensured that there is a continuity of operations and financial management during this historical time. The board of education also took action to allocate an emergency pay supplement of $200 to all full-time, permanent employees in the school district. This pay supplement is designed to support employees as they transition to remote work responsibilities and utilize personal resources to continue providing services to students.

Additionally, Superintendent Davis presented to the board the first volume of the Instructional and Operational Continuity Briefing. To view this briefing, click here. The purpose of this briefing is to document and share publicly the actions taken and the processes designed by Henry County Schools to transition to Remote Learning and Remote Operations.
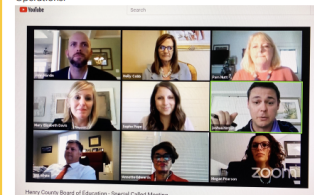
Continuity Briefing, Vol. 2, Detailed

Superintendent Davis started the April meetings by marking the second month of remote learning and operations with an update to the district's learning and operation plans. Designed as a detailed account of evolving actions, decisions, and district processes designed during this current

2019-20

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STRENGTHEN OUR CORE BUSINESS OF STUDENT LEARNING.

Clarify what we teach and what students learn.

✅ Established, delivered, and implemented the Henry Teaching and Learning Standards (HTLS) and aligned learning targets in all content areas and all grade levels.

✅ Established learning progressions so that all students have the opportunity to learn prior to showcasing their learning on a state or local assessment.

✅ Established model Unit Plans for teachers.

✅ Targeted training and support for school leaders to provide coaching and feedback regarding effective, aligned, and rigorous instruction of HTLS; targeted training for teachers on instructional planning and rigorous alignment to standards. *Assessment Academy and Models - Collab Planning Protocol in 2020-21*

### Clarify how we teach and how students learn through a personalized learning model.

- A balance of digital, student, and teacher-directed instruction.
  - ✅ Developed and articulated Balanced Models of Instruction for core content areas.

  - ◔ On-going professional learning to support teachers in planning and delivering engaging and balanced instruction (integrate the strategies of student agency, engagement, SEL, and high-yield instructional strategies into a comprehensive model). On-going training and support for school leaders to provide effective coaching and feedback on effective instructional planning.

- A balance of student, teacher, and district-paced learning.
  - ✅ Developed and articulated Learning Progressions for all core content areas in all grade levels.

- A balanced approached to literacy.
  - ◔ Clarified instructional approach to teaching literacy in the early elementary and secondary grades: and provided professional development for teachers.

  - ✅ 23 Elementary Schools Implement Early Literacy Model.
    - Schools saw an average increase of 11 percentage points at the end of the year assessment compared to the mid-year assessment.
    - The Measures of Academic Progress (MAP) assessments showed a 13-percentage point increase for students at the pilot schools when comparing the beginning of the year to the end of the year. Additionally, eight out of the 14 pilot schools had double-digit percentage point increases.
    - On the Georgia Kindergarten Inventory of Developing Skills (GKIDS) assessment, 10 out of the 14 pilot schools showed an increase on the ELA portion of the assessment compared to the previous school year, and three of those schools had increases of at least 23.4 percentage points.

2019-20

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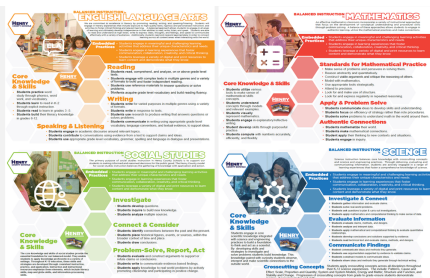
STRENGTHEN OUR CORE BUSINESS OF STUDENT LEARNING.

- A balanced approached to literacy.
  - ✅ 4 Elementary Schools (grades 3-5) Pilot Intensive Literacy Instructional Model.

Clarify how we know students are learning.

- A district infrastructure for student progress monitoring.
  - ✅ Flexible formative assessment system designed and ready for implementation in the 2019-2020 school year.
  - ○ Tightly aligned formative assessment items in Math and ELA for EOG and EOC courses will be available for schools to use as items embedded into already existing assessments or as full-model assessments. *Sci/SS a part of this.*
  - ○ Science and Social Studies to follow in 2020. - *Summative Unit Assessments coming in 2020-21.*

Clarify district resources for teachers and students.

- Define a combination of digital and print resources using locally developed, open educational and publisher resources.
  - ✅ K-5 Literacy resources have been acquired and delivered to all elementary schools.
  - ○ Phonics resource
  - ○ Classroom libraries for every K-5 classroom in all 29 elementary schools
  - ○ Leveled libraries for every media center in all 29 elementary schools

All Complete

- ✅ K-5 Math resources acquired and distributed for the 2019-2020 school year.
- ✅ K-5 Science and Social Studies resources acquired. Digital version available in 2019-2020 school year. Print resources provided in the 2020-2021 school year.
- ✅ Grades 6-12 Math and ELA resources (print/digital) acquired and distributed for the 2019-2020 school year.
- ✅ Grades 6-12 Science and Social Studies resources acquired. Digital version available in the 2019-20 school year. Print resources to follow in the 2020-21 school year.
- ✅ Locally developed K-12 unit planning guides provided in the 2019-20 school year for all core content areas.
- ◑ Evaluate availability of resources for specials and elective courses in elementary, middle and high schools; Develop Henry Connects, a one-stop-digital platform that curates locally developed resources and provides access to all legacy and purchased resources in a single platform for teachers, students, and followed by families. *Will be unveiled for teacher feedback in FA '20. Parent/Student pieces will follow.*
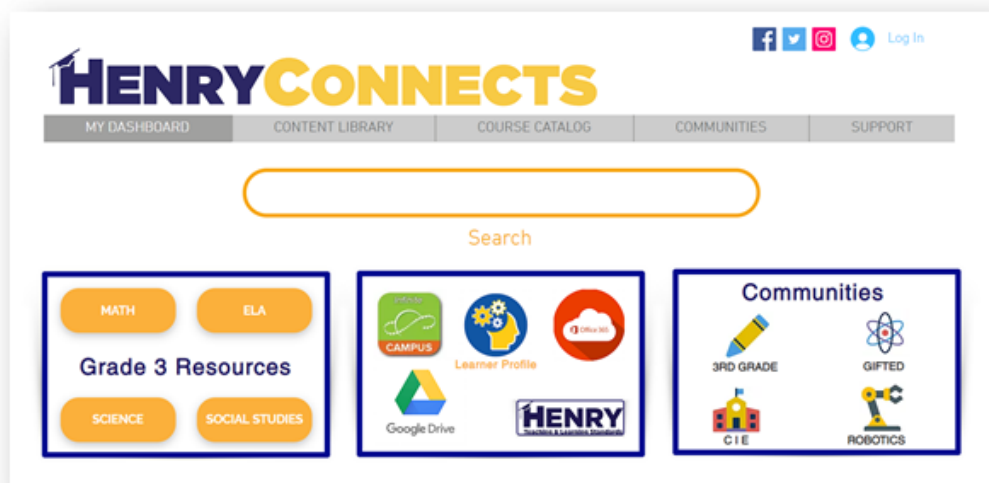
2019-20

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STRENGTHEN OUR CORE BUSINESS OF STUDENT LEARNING.

Clarify district resources for teachers and students.

- Develop a one-stop-shop that curates locally developed resources and provides access to all legacy and purchased resources.
    - ◐ HenryConnects – Digital one-stop-shop that will provide all needed resources at the fingertips of teachers, students, and, eventually, families has been designed. Development to begin in Fall 2019. *Currently in Pilot Phase.*

HENRY COUNTY SCHOOLS

2019-20

Status Indicator

✓ Complete

◔ Significant Progress

◑ Moderate Progress

◔ Minor Progress

▶ Continuous

ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

Ensure a high-performing Board of Education - Superintendent Governance Team.

- Study and apply Reformed Governance in Action.
  - ✓ Completed study program and training through the Center for Reform of School Systems.
  - ✓ Studied *What School Boards Can Do* by Don McAdams.
  - ✓ Studied the governance framework of boards of educations of high-performing districts.
  - ✓ Studied the policies of boards of educations of high-performing districts.
  - ✓ Developed agreed-upon core beliefs and commitments.
  - ✓ Developed and delivered a comprehensive theory of action called Henry's Plan of Action which is now BOE Policy BAB.
    - ○ Met with almost 1,000 people through development process.
  - ✓ Developed several reform policies: Instructional Materials, Grading Systems.
  - ✓ Begin the 5-year Strategic planning process which will eventually absorb and refine the Strategic Priorities in years to come; continue identifying and developing reform policies. ***Completed July 2020***
  - ✓ Invited to present Governance Framework at GSBA Conference.
  - ✓ Awarded Leading Edge Award by GSBA and invited to apply for 2020 Governance Team of the Year.
- Define the role of the Board of Education in preparing the district for scale and growth.
- Establish 2-year, 5-year, and 10-year performance objectives.
  - ◕ On a mission to be the fastest-improving and highest-achieving district in the state. Some draft metrics ready. ***District had greatest growth in last CCRPI scores.***
- Clarify our theory of action to balance system expectations with local autonomy.
  - ✓ BOE developed Henry's Plan of Action with collection of input and feedback from almost 1,000 stakeholders, including advisory councils, district and school leaders, and community members. Henry County BOE Policy BAB established the Plan of Action through board-approved policy.
- Comprehensive policy review.
  - ✓ Articulated the role of Policies, Regulations, and Procedures. Developed clear review timeline for policy modifications or changes including board member review, board agenda informational item, public review and comment, and followed by board action.
  - ✓ Completed comprehensive policy review, including 188 policies.

2019-20

Status Indicator

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ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

Ensure every student is reading at or above grade level in every grade.
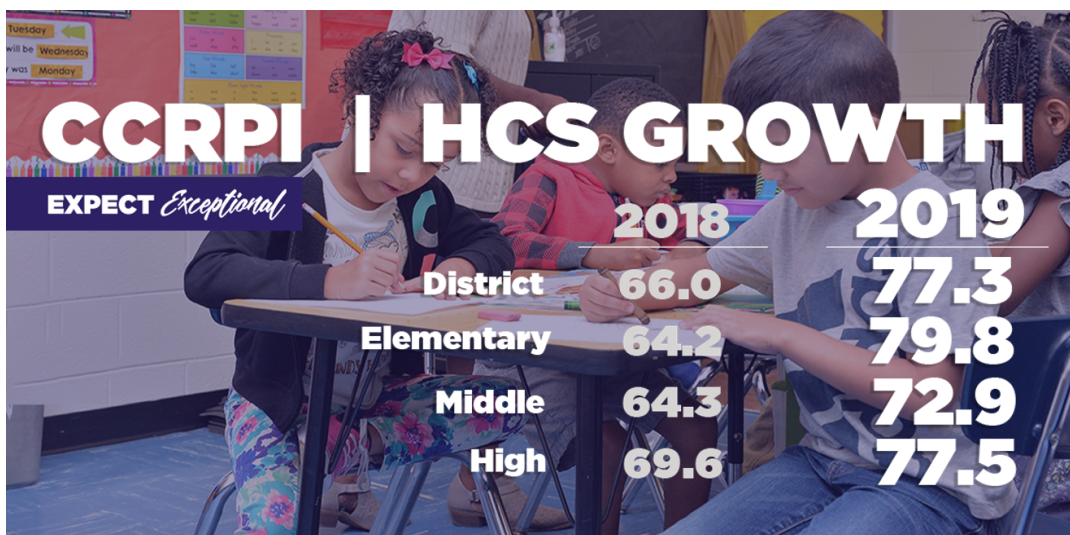
- ✅ Established clear reading instructional model.
- ✅ Monitored student reading progress throughout the year.
- ✅ Aligned phonics resources and classroom libraries for elementary instruction.
- ✅ Professional learning for all elementary and secondary core teachers on reading strategies.
- ✅ Early Literacy Model for K and 1st grades.
- ✅ Expand Early Literacy Model to 2nd grade; expand professional learning for all teachers; target writing instruction in all grade levels and all content areas. *Implementing in 2020-21.*

Ensure every school is a high-performing school among benchmark schools.

- ◑ Research and development is ongoing to establish benchmark schools, and what measures should be used to do the comparison. Multiple BOE presentations have been given with comparative data to state data, as well as national norms. *Local dashboard in development aligned to the strategic plan.*

Establish national metrics and performance expectations.

- ◑ Currently developing the Performance Impact Framework. *With Strategic Plan adopted, this will be further developed.*
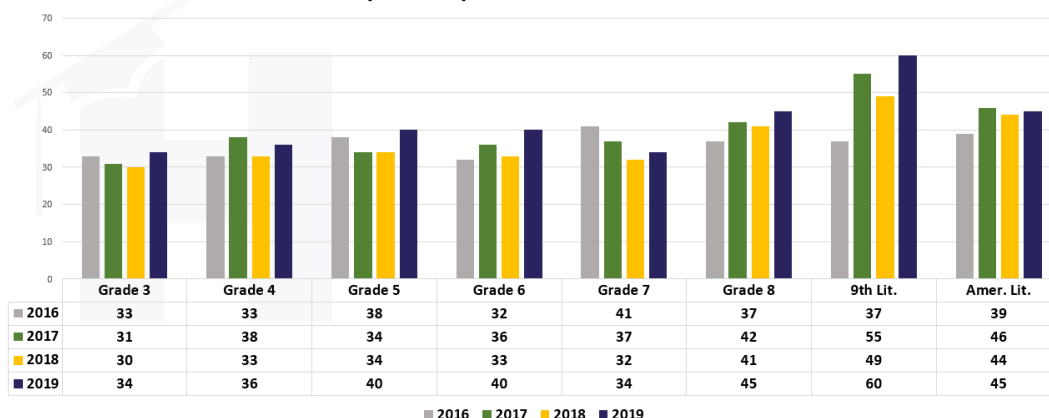

CCRPI | HCS GROWTH
EXPECT Exceptional

	2018	2019
District	66.0	77.3
Elementary	64.2	79.8
Middle	64.3	72.9
High	69.6	77.5

HENRY COUNTY SCHOOLS

2019-20

Status Indicator

- ✅ Complete
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ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

Ensure Henry County is a high-performing district as indicated by student learning outcomes.

- ✅ Established aligned accountability for the district through the Georgia Milestones and reading performance, as well as school climate measures.

- ✅ Evaluations completed for Superintendent, Executive Cabinet, and Cabinet.

- ◑ Evaluations in progress for Senior Team and Principals.

- ✅ Increase district performance levels on the Georgia Department of Education 2018-2019 Milestones and CCRPI. **Substantial growth for proficient and above learner levels for all grade levels.**

2016-2019 ELA Milestones Performance Comparison
percent proficient and above

	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	9th Lit.	Amer. Lit.
2016	33	33	38	32	41	37	37	39
2017	31	38	34	36	37	42	55	46
2018	30	33	34	33	32	41	49	44
2019	34	36	40	40	34	45	60	45

ELA Performance Growth => 7 percentage point gain

3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	9th Lit*	American Lit*
Austin Road +21	East Lake +7	Dutchtown +12	Austin Road +17	Luella +8	Austin Road +9	Dutchtown +13	Locust Gr. +8
Cotton Ind. +10	Hampton +9	East Lake +10	Hampton +17	Locust Gr +11	Eagles Land. +7	Hampton +12	Luella +9
Dutchtown +15	Mt. Carmel +12	Fairview +12	Locust Gr. +14		Locust Grove +7	Locust Grove +7	
East Lake +11	New Hope +13	Flippen +14	Luella +8		Henry County +9	Luella +13	
Flippen +15	Rock Spring +9	Hickory Flat +8	Stockbridge +7			Ola +14	
Hampton +7	Tussahaw +9	Luella +11	Woodland +11			Stockbridge +8	
Hickory Flat +12	Unity Grove +15	Oakland +10				Union Grove +14	
Luella +9	Walnut Creek +18	Ola +13				Woodland +14	
New Hope +7		Pleasant Gr. +20					
Rocky Creek +13		Red Oak +10					
Walnut Creek +7		Smith Barnes +8					
Woodland +11		Unity Grove +10					
		Walnut Creek +10					

47% of our schools showed <u>double digit decreases</u> in the number of students performing at the beginning level (level1) in one or more grades/courses in ELA

HENRY COUNTY SCHOOLS

(Charts Continued on Next Page)
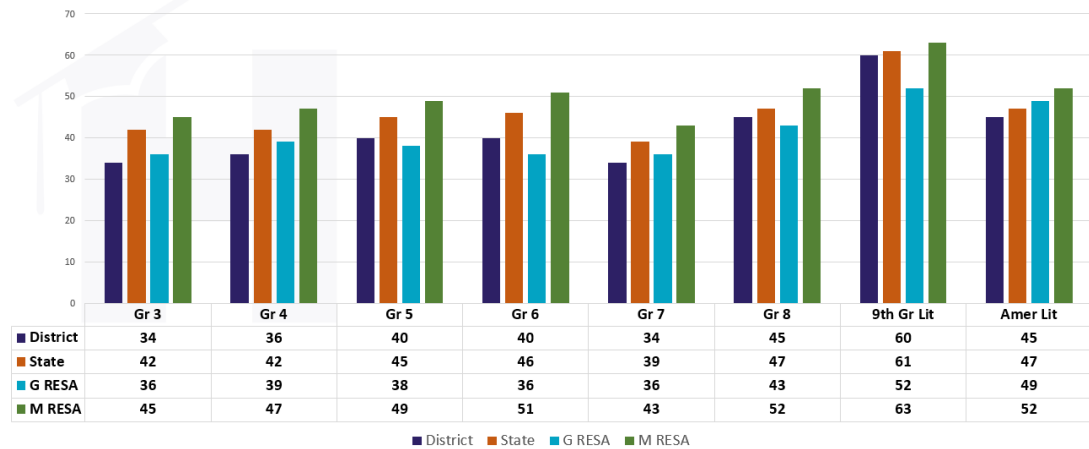
2019-20

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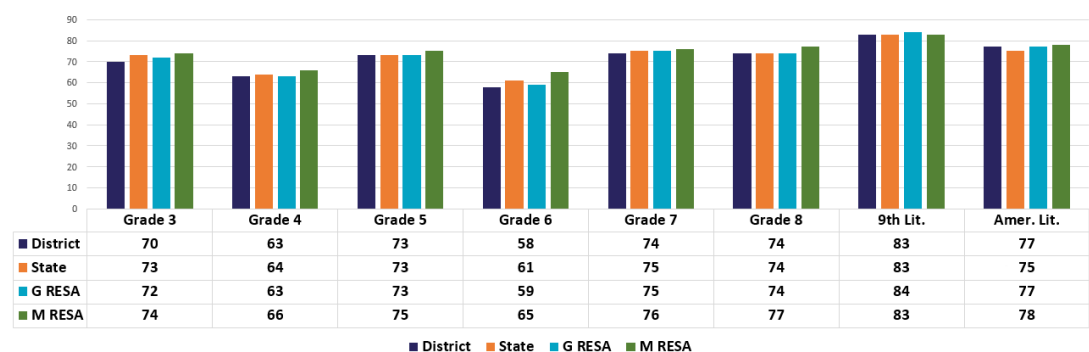
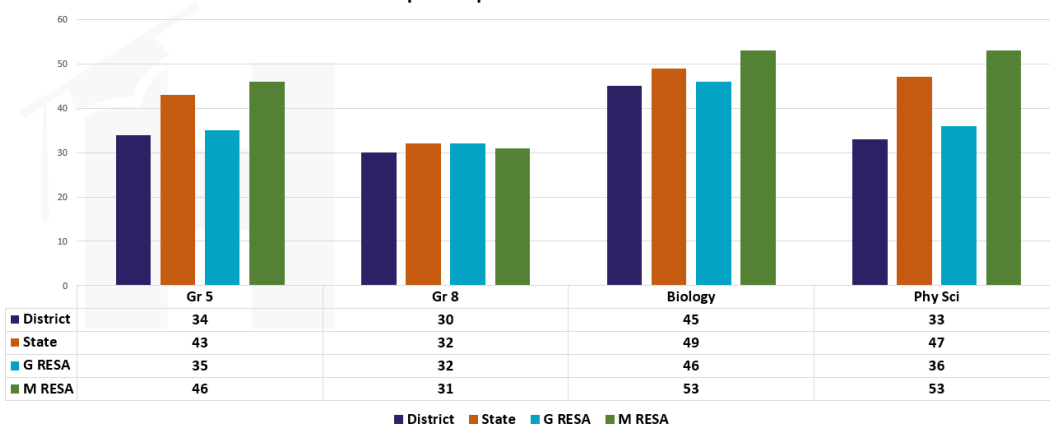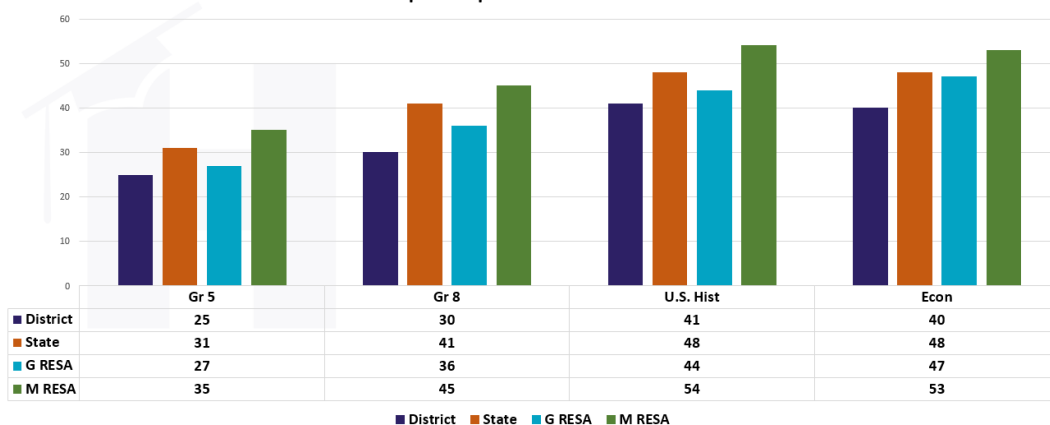## ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

Reading On Grade Level or Above 4th to 5th Grade Growth

	17-18 4th Grade Lexile *On Grade Level or Above/# of Students*	18-19 5th Grade Lexile *On Grade Level or Above/# of Students*	Percentage Point Growth	Growth in Number of Students
Flippen	51% (58)	76% (88)	+25%	+30
Oakland	44% (49)	69% (84)	+25%	+35
Smith Barnes	53% (91)	61% (106)	+8%	+15

+ 80 Students Started Middle School Reading at/or Above Grade Level

Math Performance Growth => 7 percentage point gain

3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	Algebra I
Austin Road +28 Cotton Indian +7 Dutchtown +22 East Lake +14 Hampton +13 Hickory Flat +17 Luella +18 Mt. Carmel +12 New Hope +13 Oakland +8 Ola +10 Pate's Creek +7 Pleasant Grove +11 Rocky Creek +21 Stockbridge +8 Unity Grove +12 Walnut Creek +13 Wesley Lakes +13	Dutchtown +13 East Lake +7 Hampton +11 Hickory Flat +8 Locust Grove + 17 Luella +24 Mt. Carmel +14 Smith Barnes +13 Timber Ridge +8 Tussahaw +22 Unity Grove +10 Walnut Creek +26	Austin Road +15 East Lake +16 Fairview +10 Flippen +17 Luella +10 Red Oak +9 Rock Spring +7	Hampton +9 Locust Grove +13 Ola +10 Woodland +7	Hampton +7 Union Grove +7 Woodland +7	Locust Grove +18 Stockbridge +9	Dutchtown +9 Hampton +7 Luella +7 Woodland +7

43% of our schools showed <u>double digit decreases</u> in the number of students performing at the beginning level (level1) in one or more grades/courses in Math

Science Performance Growth => 7 percentage point gain

5th Grade	8th Grade	Physical Science*	Biology*
Bethlehem +12 East Lake +23 Fairview +15 Flippen +15 Luella +18 Ola +18 Pleasant Grove +15 Red Oak +12 Tussahaw +16	Locust Grove +9	Dutchtown +21 Luella +7 Union Grove +20	Dutchtown +19 Eagles Landing +8 Hampton +18 Henry County +7 Ola +10 Union Grove +7 Woodland +7

Science Performance Growth => 7 percentage point gain

5th Grade	8th Grade	Physical Science*	Biology*
Bethlehem +12 East Lake +23 Fairview +15 Flippen +15 Luella +18 Ola +18 Pleasant Grove +15 Red Oak +12 Tussahaw +16	Locust Grove +9	Dutchtown +21 Luella +7 Union Grove +20	Dutchtown +19 Eagles Landing +8 Hampton +18 Henry County +7 Ola +10 Union Grove +7 Woodland +7

2019-20

Status Indicator
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- ▶️ Continuous

ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

2019 Spring ELA
percent proficient and above

	Gr 3	Gr 4	Gr 5	Gr 6	Gr 7	Gr 8	9th Gr Lit	Amer Lit
District	34	36	40	40	34	45	60	45
State	42	42	45	46	39	47	61	47
G RESA	36	39	38	36	36	43	52	49
M RESA	45	47	49	51	43	52	63	52

2019 Spring Reading Levels
percentage on or above grade level in reading

	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	9th Lit.	Amer. Lit.
District	70	63	73	58	74	74	83	77
State	73	64	73	61	75	74	83	75
G RESA	72	63	73	59	75	74	84	77
M RESA	74	66	75	65	76	77	83	78

2019 Spring Math
percent proficient and above
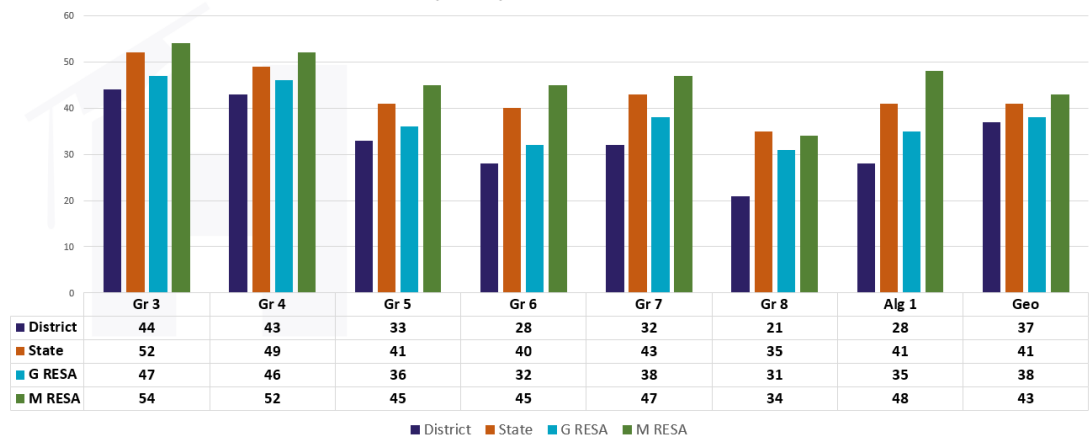
	Gr 3	Gr 4	Gr 5	Gr 6	Gr 7	Gr 8	Alg 1	Geo
District	44	43	33	28	32	21	28	37
State	52	49	41	40	43	35	41	41
G RESA	47	46	36	32	38	31	35	38
M RESA	54	52	45	45	47	34	48	43

(Charts Continued on Next Page)

2019-20

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ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

2019 Spring Science
percent proficient and above

	Gr 5	Gr 8	Biology	Phy Sci
■ District	34	30	45	33
■ State	43	32	49	47
■ G RESA	35	32	46	36
■ M RESA	46	31	53	53

■ District ■ State ■ G RESA ■ M RESA

2019 Spring Social Studies
percent proficient and above

	Gr 5	Gr 8	U.S. Hist	Econ
■ District	25	30	41	40
■ State	31	41	48	48
■ G RESA	27	36	44	47
■ M RESA	35	45	54	53

■ District ■ State ■ G RESA ■ M RESA

HENRY COUNTY SCHOOLS

2019-20

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Ask Me About 11
HENRY COUNTY SCHOOLS

WCE
CCRPI 28.5 POINT SCORE INCREASE IN PROGRESS!
Walnut Creek Elementary

CCRPI 100 POINT SCORE INCREASE IN CLOSING GAPS!
STOCKBRIDGE ELEMENTARY

CCRPI 16.2 OVERALL POINT SCORE INCREASE!
AUSTIN ROAD ELEMENTARY

CCRPI 77.5 POINT SCORE INCREASE IN CLOSING GAPS!
STOCKBRIDGE MIDDLE
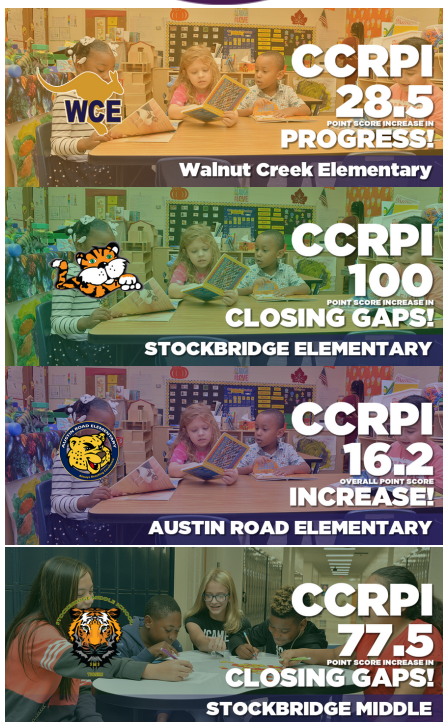
ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

Overall CCRPI Performance

Legend: 2018 HCS, 2019 HCS, 2018 GA, 2019 GA

Category	2018 HCS	2019 HCS	2018 GA	2019 GA	HCS Change	GA Change
District	66	77.3	76.6	75.9	+11.3	-0.7
Elementary	64.2	79.8	77.8	77.1	+15.6	-0.7
Middle	64.3	72.9	76.2	72.1	+8.6	-4.1
High	69.9	77.5	75.2	77	+7.6	+1.8
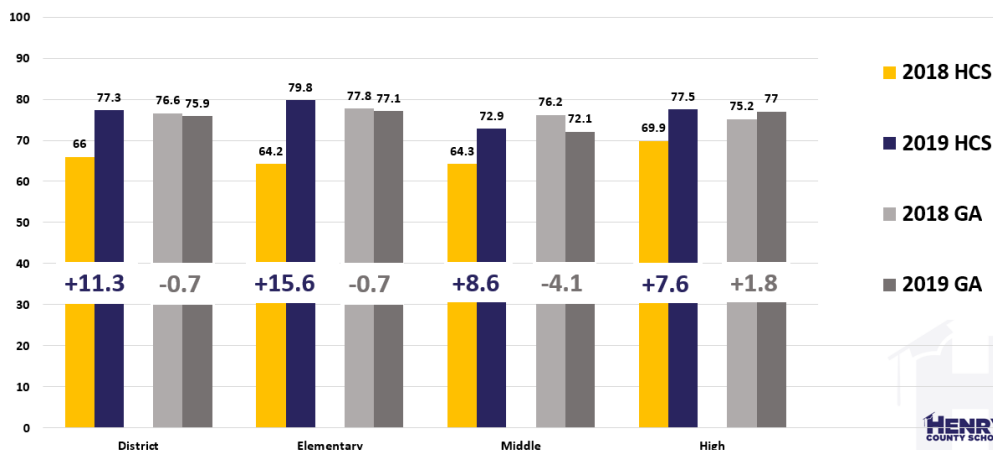
42/50 Schools Showed Growth from 2018 to 2019
24/50 Schools had Double Digit Growth:

ELEMENTARY

- Austin Road (15.9)
- East Lake (14.4)
- Fairview (15.4)
- Flippen (27.7)
- Hickory Flat (11.4)
- Luella (25.1)
- New Hope (17.3)
- Oakland (10.9)
- Ola (20.6)
- Pleasant Grove (19.6)
- Rock Spring (23.7)
- Rocky Creek (25.4)
- Smith-Barnes (12.9)
- Stockbridge (31.1)
- Unity Grove (13.7)
- Walnut Creek (13.8)

MIDDLE

- Locust Grove (25.3)
- Luella (17.5)
- McDonough (18.5)
- Stockbridge (19.4)
- Woodland (16.2)

HIGH

- Dutchtown (10.6)
- Stockbridge (10.6)
- Woodland (10.5)

District Overall CCRPI	2018	District Overall CCRPI	2018	2019	Change
Fayette	87.3	Fayette	87.3	89.5	+2.2
Gwinnett	83.0	Cobb	79.6	86.1	+6.5
Fulton	81.0	Fulton	81.0	83.8	+2.8
Cobb	79.6	Cherokee	79.0	83.4	+4.4
Cherokee	79.0	Gwinnett	83.0	82.5	-0.5
Pike	77.4	Henry County	66.0	77.3	+11.3
Douglas	76.9	State Overall Score	76.6	75.9	-0.7
State Overall Score	76.6	Douglas	76.9	75.9	-1.0
Lamar	73.6	Dekalb	70.0	75.4	+5.4
APS	73.4	Thomaston-Upson	68.2	74.9	+6.7
Muscogee	71.7	Pike	77.4	74.5	-2.9
Newton	70.7	Muscogee	71.7	74.2	+2.5
Dekalb	70.0	APS	73.4	74.1	+0.7
Rockdale	68.5	Rockdale	68.5	69.5	+1.0
Thomaston-Upson	68.2	Griffin-Spalding	64.9	65.9	+1.0
Henry County	66.0	Butts	65.2	65.5	+0.3
Butts	65.2	Newton	70.7	63.9	-6.8
Clayton	65.1	Lamar	73.6	63.0	-10.6
Griffin-Spalding	64.9	Clayton	65.1	62.4	-2.7

Fastest-Improving & Highest-Achieving in the Metro

HENRY COUNTY SCHOOLS

STRATEGIC PRIORITIES
STATUS REPORT

2019-20

Status Indicator
- ✅ Complete
- ◔ Significant Progress
- ◑ Moderate Progress
- ◕ Minor Progress
- ▶ Continuous

Ask Me About 11
HENRY COUNTY SCHOOLS

CCRPI 8.1
POINT SCORE INCREASE IN
READINESS!
HAMPTON HIGH SCHOOL

CCRPI 8.2
POINT SCORE INCREASE IN
PROGRESS!
LOCUST GROVE HIGH SCHOOL

CCRPI 73.5
POINT SCORE INCREASE IN
CLOSING GAPS!
LUELLA HIGH SCHOOL
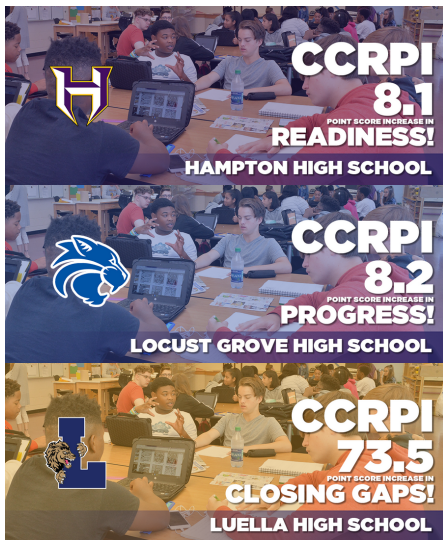
Moved GOSA report card rating from a *D* to a **C**

ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

Schools Above the State Average:

ELEMENTARY >77.1
- Austin Road
- Dutchtown
- East Lake — 91.3
- Fairview
- Hickory Flat
- Luella
- Mt. Carmel
- New Hope
- Ola
- Pleasant Grove
- Rock Spring
- Rocky Creek — 88.2
- Timber Ridge
- Unity Grove

MIDDLE >72.1
- Locust Grove
- Ola
- Union Grove
- Woodland

HIGH >77.0
- Dutchtown
- Ola — 87.1
- Union Grove — 90.0
- Woodland

Closing Gaps

	Elementary	Middle	High
2018 HCS	30.3	41.7	48.6
2019 HCS	100	73.7	94.4
2018 State	85	78.8	70
2019 State	73.8	50	80
HCS change	+69.7	+32	+45.8
State change	-11.2	-28.8	-10

Progress

	Elementary	Middle	High
2018 HCS	77.7	71.1	79.3
2019 HCS	87.5	79.1	83.9
2018 State	84.4	81	83
2019 State	84.4	80.3	82.1
HCS change	+9.8	+8	+4.6
State change	0	-0.7	-0.9

Content Mastery

	Elementary	Middle	High
2018 HCS	55.9	56	57.7
2019 HCS	60.9	59	63.1
2018 State	65.7	65.1	66.9
2019 State	67.6	66.3	69.4
HCS change	+5	+3	+5.4
State change	+1.9	+1.2	+2.5

Readiness

	Elementary	Middle	High
2018 HCS	78.3	82	69.1
2019 HCS	79.5	82.4	71.9
2018 State	79.1	82.4	73.4
2019 State	80.9	82.8	74.5
HCS change	+1.2	+0.4	+2.8
State change	+1.8	+0.4	+1.1

Graduation Rate

2018 HCS	2019 HCS	2018 State	2019 State
88	87.8	82	82.6

Readiness: Literacy Levels

	ELEMENTARY	MIDDLE	HIGH
2018	44.50%	56.62%	61.90%
2019	48.57%	58.14%	66.88%
Growth	+4.07%	+1.52%	+4.98%

Percent of students reading on grade level as defined by the CCRPI

2019-20

Status Indicator

- ✓ Complete
- ◐ Significant Progress
- ◑ Moderate Progress
- ◕ Minor Progress
- ▶ Continuous

Beating the Odds

*13 Schools beat the odds in 2019. (0 in previous year)

*22 Schools performed as expected in 2019. (12 in performance year)

*14 Schools performed below expectations in 2019. (38 in previous year)

ENSURE A HIGH-PERFORMING ENVIRONMENT FOR ALL STUDENTS.

2018: 41.7

2019: 73.7

Closing Gaps: 32 point increase
District Middle School

2018: 30.3

2019: 100

Closing Gaps: 69.7 point increase
District Elementary School

2018: 48.6

2019: 94.9

Closing Gaps: 46.3 point increase
District High School

STRATEGIC PRIORITIES
STATUS REPORT

HENRY COUNTY SCHOOLS

Since the Board of Education first embarked on this mission of establishing their strategic priorities, much has been accomplished and should be celebrated. The Board of Education now has, in addition to the strategic priorities, a set of shared beliefs and commitments and a theory of action. (See below.) There is still work to be done, and we look forward to keeping you informed of our progress along the way.

HENRY COUNTY SCHOOLS | CORE BELIEFS & COMMITMENTS

1

Core Belief	We believe each student can learn at or above grade level and will have an equal opportunity to do so.
Commitment	Each student will learn at or above grade level and have an equal opportunity to do so.

2

Core Belief	We believe family and community involvement is critical to student success.
Commitment	We will foster connections for families and community to support student learning.

3

Core Belief	We believe all learning environments should be supportive, safe, and secure.
Commitment	All school environments will be supportive, safe, and secure.

4

Core Belief	We believe effective teachers and leaders produce excellent results.
Commitment	We will recruit, support, retain, and recognize results-driven teachers and leaders.

HENRY COUNTY SCHOOLS | PLAN OF ACTION

Henry's Plan of Action is built on the premise that HCS's core purpose and responsibility is student learning and is accountable for improving student achievement for each student and every school. Henry's Plan of Action includes an aligned system of teaching and learning, a system of accountability, and a framework for continuous school improvement, intended to balance consistency of practice throughout the district with local school pride. It is designed to encourage idea generation and community conversation around the **Core Business of Henry County Schools: Student Learning,** and serves as the Board of Education's commitment to ensuring every student has access to a high-quality education.

HENRY COUNTY SCHOOLS

The final piece of the board of education's governance framework has been completed with the approval of the 2020-2025 Strategic Plan. This final Strategic Priorities Status Report is the bridge to that new path for Henry County Schools.

Henry County Schools Core Beliefs

The Board of Education believes...

1. **All children can learn at or above grade level and will have an equal opportunity to do so.**
2. **Family and community involvement is critical to student success.**
3. **All learning environments will be supportive safe and secure.**
4. **Effective teachers, leaders, and employees produce excellent results.**

Therefore there are common understandings that will continue drive the core business of teaching and learning in Henry County Schools.

Understanding 1: We will preserve and promote an aligned system of teaching and learning that includes clearly articulated standards, common pacing, aligned resources, and internal formative assessments to validate learning.

Understanding 2: We will hold ourselves accountable to metrics determined by the State of Georgia including on-grade level and above performance by content area for all student groups.

Understanding 3: We will embrace a culture of continuous improvement that involves stakeholders in the process of getting better as a system of schools, as an employer of choice, and as a lever for strength in the community.

Priority Student Outcomes

Therefore to advance the district's ambitious pursuit to become a high performing school district and community we must strive to additionally hold ourselves accountable to advancing opportunities, access, and outcomes for every student group in the following ways:

Priority Outcome 1: HCS will advance opportunities, access, and outcomes for every student group in **literacy proficiency at every grade.**

Example Metric(s): Lexile

Priority Outcome 2: HCS will advance opportunities, access, and outcomes for every student group in **readiness to learn at every level.**

Example Metrics 2: Percent rising kindergarteners with early learning experience, percent students reading on grade level in 3rd grade, percent of MS students completing a high school course, and percent of HS students passing algebra on first attempt

Priority Outcome 3: HCS will advance opportunities, access, and outcomes for every student group in **college, career, and life ready skills post-graduation.**

Example Metrics 3: Participation and performance in the following: SAT, career pathway completion, industry certification, Advanced Placement coursework, dual enrollment coursework, special education work-based training and placement, comprehensive career inventories, and students not requiring remedial coursework in college

Strategic Actions

Therefore to advance the district's ambitious pursuit and achieve metrics that strive to increase opportunities, access, and outcomes for every student group, we propose the following strategic actions.

Strategic Action 1: Advance PreK-12 learning opportunities and experiences for all students.
Initiatives will be designed in the next phase and could include elements such as: STEM, Performing Arts, Dual-immersion, world language, robotics, coding, financial literacy, and employability skills.

Strategic Action 2: Advance effective school leadership and classroom instruction.
Initiatives will be designed in the next phase and could include elements such as: effective principal and AP leadership framework, effective instructional framework, principal and teacher-leader pipeline plan, effective use of technology, and social-emotional learning.

Strategic Action 3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.
Initiatives will be designed in the next phase and could include elements such as: parent engagement, volunteer, and mentor involvement; and cultural development that fosters a diverse, inclusive, respectful, and productive organization.

Strategic Action 4: Advance student and employee health, wellness, and support structures.
Initiatives will be designed in the next phase and could include elements such as: mental health support, non-profit and community partnerships to address food insecurity, medical health access, social work, psychological services, and school counseling.

Strategic Action 5: Advance a high performing operational culture.
Initiatives will be designed in the next phase and could include elements such as: operational effectiveness and efficiency in transportation, facilities and maintenance, human resources, information services, and financial practices; along with expanding employee pay options, competitive compensation, and employee training and development.

EXPECT Exceptional