



## Community-Inspired 2021-2026 Strategic Plan

Developed by the Henry County Board of Education

**HENRY  
COUNTY SCHOOLS**



# QUARTERLY REPORT

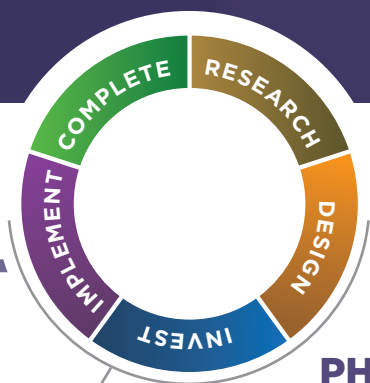
YEAR 2 | QUARTER 2 | JANUARY 2023

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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.

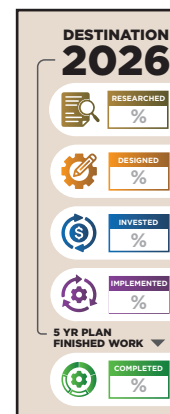


### STRATEGIC INITIATIVES

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  
**57%**

DESIGNED  
**19%**

INVESTED  
**11%**

IMPLEMENTED  
**4%**

5 YR PLAN  
FINISHED WORK

COMPLETED  
**4%**

**Q2** quarter  
**JANUARY 2023**

### STRATEGIC INITIATIVES

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

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

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

Create a community of powerful readers & writers



### IMPLEMENTATION HIGHLIGHTS

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

### RESEARCH & DESIGN

#### Phase Highlights

- **SA 1.2.3 - GIFTED DEVELOPMENT** | A soft rollout of elementary school student Talent Development is currently taking place at 24 elementary schools including Impact Academy. In addition to professional development training, talent development lessons were created and are currently being used in grades 1st-5th.
- **SA 1.3.4 - ENGINEERING PATHWAY** | Research was conducted on engineering lab requirements and specifications needed to ensure that all Henry County middle schools have access by SY '2024-2025
- **SA 1.3.5b - STEM HIGH SCHOOL** | An advisory committee was formed and is identifying strategic partners to help inform the design of academic programming at the HCS STEM high school.
- **SA 1.6.2 - KINDERGARTEN READINESS** | The new Early Learning Newsletter, shared with all early care provider contacts, was published and focused on 3-year milestones, preschool speech development, winter learning activities, STEM activities, and upcoming events that will help foster engagement with our local providers.

### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 1.1.1 - READING & WRITING MODELS** | HCS is currently implementing the district writing model at all grade levels in all schools and plans to achieve full implementation by SY24. The Reading and Writing Models are aligned with district provided resources and correspond with the Henry Teaching and Learning Standards for writing.
- **SA 1.2.6a - ADVANCED PLACEMENT** | Secondary school counselors and administrators participated in professional learning on the effective use of multiple measures of data for recruitment, including PSAT 8/9 and NMSQT data.
- **SA 1.2.6c - CAREER PATHWAYS** | Career pathways were showcased at a community event held at AAS. Students in all grade levels received information on Career Technical Student Organizations (CTSO), CTAE courses, programs, and career related activities. This event exposed students to the variety of pathways offered at AAS to help increase student awareness and interest in CTAE pathway completion. The event brought the community together for fun and learning with approximately 1000 family and community members in attendance.

### COMPLETE

#### Phase Highlights

- **SA 1.2.7 - ADVANCED COURSEWORK ACCESS** | Middle school testing coordinators received training on the logistics of administering the PSAT 8/9 and the effective use of data from the assessment to identify middle school students with potential to excel in advanced coursework, including advanced placement courses, in high school.
- **SA 1.3.1 - ROBOTICS ACCESS** | Customized robotics lessons have been provided to enrich learning for K-5 and to promote the usage of VEX GO, VEX 123, and LEGO robotics equipment. Each middle school has received VEX IQ equipment. Additionally, support has been provided through professional development, planning sessions, and on site support.
- **SA 1.4.7 - ART EXHIBITIONS** | Annual art exhibitions are now part of the Fine Arts education model at all levels and are held open to the public at local institutions like The Gallery at Hood Street (March 14-17, 2022 and March 13-16, 2023).

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## QUARTERLY REPORT

# 2 Advance Effective School Leadership & Classroom Instruction

DESTINATION  
**2026**

RESEARCHED  
**41%**

DESIGNED  
**4%**

INVESTED  
**0%**

IMPLEMENTED  
**0%**

5 YR PLAN  
FINISHED WORK

COMPLETED  
**0%**

**Q2** quarter  
**JANUARY 2023**

### 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 2.1.2c - HIGHLY EFFECTIVE LEADERS** | The Elevating School Leadership Matrix has served as the foundation for the work being done to develop the components of the Highly Effective Leader (HEL) framework. The final stages of research and design completion are anticipated in March 2023. The HEL framework will be rolled out to school leadership in late spring, with full implementation beginning July 2023.
- **SA 2.1.3b - HIGHLY EFFECTIVE CLASSROOM** | Professional learning for the Highly Effective Classroom began at LDS in June 2022. The focus began with conditions for learning and relationships, and will continue with instructional foundations in the spring of 2023.
- **SA 2.2.5a - PARENT ENGAGEMENT** | The HCS Family Engagement Framework is completed and family engagement activities are scheduled for the upcoming year (timeline). A newly created Family Services hub, an internal intranet resource for Henry County Schools employees is already in use.
- **SA 2.1.2d - HIGHLY EFFECTIVE TEACHER** | HCS is currently reviewing professional literature and consulting with other school districts to identify common characteristics of a highly effective teacher.



### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 2.1.4a - ACCOUNTABILITY** | District and school leaders are planning for the 2023-2024 school year. Principals, aspiring principals, and teacher-leaders, are leveraging district developed dashboards and accountability tools to efficiently and effectively triangulate data from local and state accountability to improve student achievement.
- **SA 2.3.2 - STAFF RECRUITMENT** | Recruitment videos were uploaded to the district site and shared through to HCS social media platforms for all job families. We are proactively planning for the 2023-2024 school-year vacancies by creating a "Super Pool" of pre-screened applicants. This superpool will be shared with district and school leaders as they begin hiring for the next school year.



### COMPLETE

#### Phase Highlights

- **SA 2.3.4 - TEACHER PIPELINE** | In October 2022, a new initiative in partnership with Southern Crescent Technical College and Mercer University was developed to support sustainable teacher pipelines. Tomorrow's Teachers Today will identify and recruit teachers starting as early as kindergarten. Tomorrow's Teachers Today will allow direct access from high school to salaried teaching apprenticeships and the completion of an undergraduate degree.

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QUARTERLY REPORT

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

DESTINATION  
**2026**

RESEARCHED  
**53%**

DESIGNED  
**8%**

INVESTED  
**12%**

IMPLEMENTED  
**6%**

5 YR PLAN  
FINISHED WORK

COMPLETED  
**6%**

**Q2** quarter

**JANUARY  
2023**

### STRATEGIC INITIATIVES

Expand "Partners in Education"; 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

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 3.1.2 - PARTNERS IN EDUCATION | HCS has created a comprehensive list of Partners in Education (PIE) and identified appropriate liaisons. HCS will host a spring PIE meeting. A working team is redefining the PIE structure in HCS and we will share this information at the spring meeting.
- SA 3.2.2 - MENTORS AND VOLUNTEERS | The mentoring and volunteer programs are in the finalization of the design process. These programs will be aligned under the umbrella of our Partners-in-Education Program and will support a system of how Henry Engages our community partners to support district and school programs.
- SA 3.6.3 - LANGUAGE SERVICES | The multi-language advisory was convened for its second meeting, October 20, 2022 to garner information on current strategic plan initiatives related to language access and services. The qualitative information is being used to inform how we improve current systems to scale the work from the district to the schools leading to a positive, authentic family experience.

#### INVEST & IMPLEMENT

##### Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2Q3 Highlights reporting: April 2023

#### COMPLETE

##### Phase Highlights

- SA 3.8.5 - HENRYCONNECTS FAMILY VIEW | The Henry County Board of Education received the Leading Edge Award from GSBA for HenryConnects, Family View. Family View successfully launched Fall 2022 providing all families access to HTLS, learning progressions, and instructional resources to support learning at home.

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## QUARTERLY REPORT

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

### DESTINATION 2026

RESEARCHED  
52%

DESIGNED  
20%

INVESTED  
20%

IMPLEMENTED  
5%

5 YR PLAN FINISHED WORK

COMPLETED  
5%

Q2  
JANUARY 2023

### 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

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2Q3 Highlights reporting: April 2023



### INVEST & IMPLEMENT

#### Phase Highlights

- SA 4.2.3 - AFTER SCHOOL ENRICHMENT | A fine arts component has been added to three after school programs at Cotton Indian, Fairview, and Red Oak Elementary schools. HCS is partnering with Henry For Music to offer free violin classes to 3-5 graders. Participating students receive access to a violin free of charge. These classes are instructed by professionals hired through Henry For Music.
- SA 4.3.4 - MONTORING HEALTH | HCS continues to partner with our community to support the health and well being of our 6000 employees. In September, Piedmont Henry Hospital and HCS worked collaboratively to offer a mobile mammography unit for district employees.
- SA 4.4.5 - ES GYM HVAC | HCS continues to make progress toward installing HVAC in every elementary school gym. Specifically, roof ladders are in production, steel reinforcing for the HVAC equipment is in progress, and the HVAC units are currently in production.



### COMPLETE

#### Phase Highlights

- SA 4.4.2 - TRAUMA-INFORMED TOOLKIT | The Trauma-Informed toolkit provides a variety of resources to assist staff in creating a healthy school environment for student learning. The Mental Health and Wellness Facilitators have been trained on the use of the Trauma Informed toolkit and the implementation rollout has been successful thus far.

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## QUARTERLY REPORT

# 5

## Advance a High-Performing Operational Culture

### DESTINATION 2026

RESEARCHED  
61%

DESIGNED  
38%

INVESTED  
8%

IMPLEMENTED  
0%

5 YR PLAN  
FINISHED WORK

COMPLETED  
13%

# Q2 JANUARY 2023

### 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 5.2.3 - DATA REPORTING** | The Strategic Plan identifies Priority Student Outcomes as a critical priority for reporting. To ensure district and school building leaders have access to essential data, a district data team is gathering input from stakeholders to guide the design of a reporting queue, and prioritization matrix.
- **SA 5.5.3 - ENERGY POLICY** | Benchmarking of baseline data concerning water, power, and gas consumption is completed. Currently, HCS is currently tracking district consumptions and comparing results to benchmark data to identify actions to improve operational efficiency

### INVEST & IMPLEMENT

#### Phase Highlights

- **SA 5.1.4 - ERP IMPLEMENTATION** | An enterprise resource planning (ERP) solution is the core infrastructure that supports business processes such as finance, procurement, and human resources. The implementation of an integrated, cloud-based solution will create operational efficiencies and enhance the reporting capacity of the organization. In response to a solicitation this fall, recommendations for an ERP solution were presented to the BOE and approved in December 2022. The investment in a new ERP reflects the BOE commitment to providing resources needed to ensuring a high functioning school district. Funding for the new ERP solution will come from Capital Accumulation Fund 1 and E-SPLIST.
- **SA 5.5.2 - WATER MONITORING** | Budgeting for water flow monitoring equipment has been completed for identified schools as part of FY 22/23 Operations budget. Installation of new equipment will begin this school year.

### COMPLETE

#### Phase Highlights

Highlights of the 2021-2026 Strategic Plan that apply to this phase will be reported, where applicable, when completed. Y2Q3 Highlights reporting: April 2023

# Priority Student Outcomes

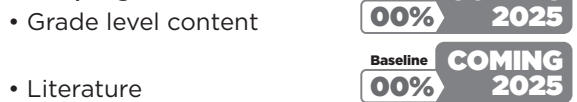
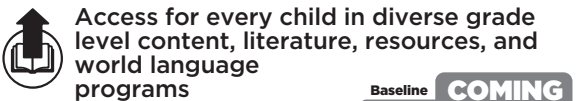
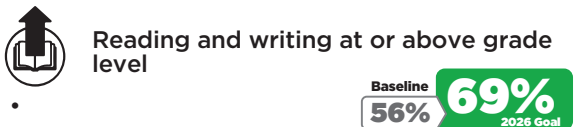
To advance the district's ambitious pursuit to become a high-performing school district and community, we must strive to additionally hold ourselves accountable for advancing opportunities, access, and outcomes for every student by the following three Priority Student Outcomes.



Advancing opportunities, access, and outcomes for every student in:

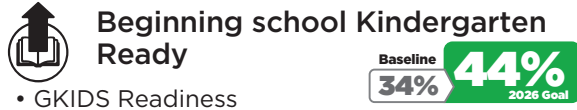
## Literacy Proficiency

**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;

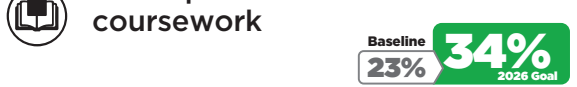


## Readiness to Learn

**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;



- GKIDS Readiness



## 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;

