



Exceptional Opportunities Exceptional Futures

 **HENRY**
COUNTY SCHOOLS

The Community-Inspired
2021-2026
Strategic Plan

Developed by the Henry County Board of Education

CHARTING OUR COURSE

Vol. 1.1 | January 2022



Our Strategic Plan is our Community's Plan...

Henry County Schools' Community-Inspired Strategic Plan is detailed throughout the pages in this publication. As you make your way through each page, you will see a story of transparency and ambition unfold with an understood requirement of community accountability and continuous improvement toward educational excellence through our motto of Expect Exceptional. In developing this plan with the community's voice, it is our hope that you will continue to provide input and stay informed of the detailed steps we take as we chart our course and work to provide opportunities and access to a world-class education in order to produce exceptional educational outcomes for our students and community.

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Led by the Henry County Board of Education

HENRY COUNTY SCHOOLS

and our COMMUNITY share

A VISION TO

ensure a
**high-quality,
world-class**
education for
every student.

and a singular

MISSION TO

empower all students with
**exceptional
opportunities**
and **access**
that lead to
success
in a global society.



PARTNERING WITH OUR COMMUNITY AND GUIDED BY OUR COMPASS FOR THE FUTURE



From the Community to the Classroom

On behalf of our school system and Governance Team, the development of the five-year Strategic Plan is the culmination of ideas, hopes and dreams derived from our many stakeholder voices across the community including students, families, faith-based partners, business partners, school faculties, district leadership, and school-based leadership.

While we officially refer to this work as our Strategic Plan, we believe it to be a "Community Plan" that positions our school system to be the fastest-improving and highest-achieving school district in metro-Atlanta, while prioritizing student connectivity and belief in the capability of all children.

We are truly *Better Together* and thank you for partnering with us on our journey of continuous improvement to ensure a high-quality, world-class education for every student!

Henry County Board of Education

- Dr. Pam Nutt, District 1
- Mrs. Annette Edwards, District 5
- Mrs. Holly Cobb, District 3
- Mary Elizabeth Davis, PhD, Superintendent
- Mr. Makenzie McDaniel, District 2
- Mrs. Sophe Pope, District 4



Look for more about what guides us on page 11!





Henry County Schools is In Pursuit of *Exceptional*

TAKING ACTION TO ADVANCE
OPPORTUNITIES | ACCESS | OUTCOMES
SO THAT EVERY STUDENT IN OUR SCHOOL DISTRICT HAS
Exceptional SUPPORT, *Exceptional* ACCESS, and an *Exceptional* FUTURE.



WE BELIEVE every student can be...

- Ready for Kindergarten
- Ready to read and write at or above grade level each year with a curriculum rich in literature and languages
- Ready for life with strong soft skills, personal health, and well-being
- Ready for advanced coursework and successful in it at every grade level
- Ready for college, career, and post-secondary successes with industry certifications, competitive test scores, and scholarship awards



WE WILL help every student be exceptional by:

- Accelerating learning opportunities and experiences for students
- Supporting effective school leaders and teachers
- Engaging the community and stakeholders so that all students, families, employees, and partners feel welcomed and valued
- Supporting student and employee health and wellness
- Maintaining a high-performing operational culture

Without *Exceptional*
just *Exceptional*



Community-Inspired
2021-2026 Strategic Plan
Developed by the Henry County Board of Education

The Community-Inspired Strategic Plan introduces three key components under the heading of *Understandings*, *Priority Outcomes* and *Strategic Actions*.

UNDERSTANDINGS

The “Understandings” section affirms that the core business of this organization is student learning, and that the foundation on which this school district is structured is grounded in the Board of Education’s core beliefs, core policies, and commitment to excellence on all state and federal accountability measures.

CORE BELIEFS

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



CORE POLICIES

Policy BAB: Henry’s Plan of Action ensures an aligned system of teaching and learning is intact and nourished including clearly articulated teaching and learning standards, aligned accountability from the boardroom to the classroom, and a culture of continuous improvement.

Policy IAB: Henry’s Plan to Advance Opportunities, Access, and Outcomes defines opportunity for every student in HCS as offering a variety of options, experiences, and resources; defines access for every student in HCS as ensuring options, experiences, and resources offered are utilized; defines outcomes for every student in HCS as achieving growth and impact across the variety of options and experiences.

Policy IB: Henry’s Organizational Accountability to ensure a high performing school district, commits to a leader evaluation system aligned to the Board’s Commitments and Goals for student learning, a system for reporting district and school performance, including the performance toward the priority student outcomes in the district’s strategic plan, district-level systems and structures designed to implement the strategic plan to achieve the district’s five-year goals, and aligned support structures designed to build capacity in staff to implement the district’s strategic actions.

Policy IFB: Henry’s Plan for Digital Literacy, supports a system to regulate and govern the selection of necessary Instructional resources to ensure appropriate alignment, balance, effectiveness and need. Guidance, resources, and professional development for district educators will be provided as well as family resources to address information literacy and digital citizenship, online safety and cyberbullying, responsible digital use and practice, screen time balance, and content attribution and shall define and embed digital literacy skills into the Henry Teaching and Learning Standards.

GEORGIA’S STATE ACCOUNTABILITY SYSTEM

Henry County Schools, as a public school district within the state of Georgia, operates within Georgia’s state accountability system known as the College and Career Ready Performance Index (CCRPI) that holds schools accountable to student achievement, student progress, and college and career readiness indicators. The College and Career Ready Performance Index - CCRPI - is Georgia’s state accountability tool for annually measuring public schools and districts throughout the state. The state’s purpose for CCRPI is to provide a comprehensive accountability model and communication platform for all stakeholders in the state of Georgia.

PRIORITY STUDENT OUTCOMES

The “Priority Student Outcomes” section drives the addition of local accountability measures aligned with the community’s priorities captured in the strategic planning development process. The Priority Student Outcomes represent how HCS will measure what our community indicated matters most to ensure a quality, effective education is provided to every young person in Henry County. *See the next section for more information on the Priority Student Outcomes and the metrics associated with each Priority Outcome.*

STRATEGIC ACTIONS

The “Strategic Actions” section represents the catalyst from which all the district’s initiatives over the next five years will be developed. The Strategic Actions section is a result of synthesizing all of the hopes, dreams and aspirations we heard our community members share during the strategic planning development process. It represents an ambitious body of work that will result in new and advanced learning experiences for all students across the district, improved culture, climate and family and community connections, and improved operations for the growing organization. *See page 5 for more about the Strategic Actions and the initiatives that will embody the new work for HCS.*

Priority Student Outcomes

It was clear throughout the strategic planning process that community members and educators in Henry County share clear and consistent beliefs about the success of students and the entire Henry County community. As a result, the Priority Student Outcomes form the source for a local collection of metrics to share targeted improvement and success measures over the coming five years, and serves as the basis of a local accountability model that will include school and district dashboards to communicate progress in achieving more ambitious goals for students.

Priority Outcome

#1

We will advance opportunities, access, and outcomes for every student in literacy proficiency at every grade level.

GOALS ▼

- Reading Growth
- Reading & Writing on Grade Level
- Access to Diverse Content, Literature, Resources, & World Languages

MEASURES ▼

- Growth - Observed Spring to Spring by **District Administered Benchmark Testing**
- Lexile Score and **Common Writing Benchmark**
- Instructional Resource Audit
- Students Completing a World Language Course

How will we measure success?

We will advance opportunities, access, and outcomes for every student in readiness to learn at every level.

Priority Outcome

#2

GOALS ▼

- Beginning School Kindergarten Ready
- Participation in Advanced Coursework
- Student Health & Wellness

MEASURES ▼

- Georgia GKIDS Readiness Assessment
HCS Developed **Gross Motor Skills** Screener
- Student Enrollment in **Advanced Coursework** such as Accelerated, AP, Honors, Dual Enrollment
- HCS Implemented **Student Surveys** through



Priority Outcome

#3

We will advance opportunities, access, and outcomes for every student in college, career, and life ready skills post-graduation.

GOALS ▼

- HS Graduates Meeting Competitive College Requirements
- HS Graduates Meeting College Readiness Benchmarks
- HS Graduate Outcomes
- Students Completing Career Inventories, Internships/Apprenticeships, and Earning Industry Certifications
- Students Demonstrating Financial Literacy, Soft Skills, and ESE Students Mastering Transition IEP Goals
- Participation in & Performance on PSAT

MEASURES ▼

- Zell Miller Eligibility
- Top 25th Percentile ACT/SAT Score
- ELA Readiness shown in SAT/ACT Score
- Math Readiness shown in SAT/ACT Score
- HCS Survey of Graduates
- Students Completing Career Inventories
- HS Internships/Apprenticeships
- Pathway Completers/Industry Credentials
- HCS Teacher Checklist - K-12 Financial Literacy
- HCS Teacher Checklist - Employable Soft Skills
- Mastering ESE Transition Goals at FAPE Age
- PSAT 8
- PSAT 10/NMSQT

Strategic Actions

Our community has called for Priority Student Outcomes; In order to achieve this, HCS has developed five Strategic Actions designed to guide us and inform our work. These Strategic Actions are outlined here:



STRATEGIC ACTION

1

Advance PreK-12 learning opportunities and experiences for all students.



STRATEGIC ACTION

2

Advance effective school leadership and classroom instruction.



STRATEGIC ACTION

3

Advance connectivity to value and engage all students, employees, families, and partners in our growing community.



STRATEGIC ACTION

4

Advance student and employee health, wellness, and support structures.



STRATEGIC ACTION

5

Advance a high-performing operational culture.

2021-2026 Strategic Plan Monitoring & Reporting of Progress

QUARTERLY & ANNUAL REPORTS

DESTINATION 2026 Cumulative 5-Year Plan Meter

HCS tracks the progress of each strategic action through the phases of implementation across all five years of the strategic plan.



STRATEGIC ACTION

1

Advance PreK-12 learning opportunities and experiences for all students.

Henry County Schools focuses on ALL students from PreK through 12th grade to ensure opportunities, access, and outcomes are realized by the initiatives defined below. These initiatives will be tactically deployed with an emphasis on academic programmatic expansion throughout the implementation of the five-year strategic plan.

SA-1 INITIATIVES

1. Create a community of powerful readers and writers.
2. Increase exploration of, access to, and participation in, advanced content coursework and experiences.
3. Expand Science, Technology, Engineering & Mathematics (STEM) opportunities at every level, at every school, and across the district.
4. Expand Fine Arts opportunities at every level, at every school, and across the district.
5. Expand knowledge and skills around wellness, well-being, and real-world connections along with access to the Academy for Advanced Studies.
6. Establish firm partnerships with Henry County early childcare providers and other community partners.



When Strategic Action #1 and its initiatives are fully realized over the next five years, Henry County Schools students will be reading on or above grade level, or be receiving systematic intervention and acceleration if they are not. Students will experience a culture of reading that grows not only the skill, but also the love of reading, and have the opportunity to read books. In addition, students will be able to write proficiently about what they read and successfully communicate through their writing. Every student will be screened to identify students eligible to participate in advanced coursework such as gifted education, advanced math and reading in elementary school; high school courses in middle school; and Advanced Placement (AP) and Dual Enrollment in high school. To ensure our Kindergarten students are ready when they enter a Henry County Kindergarten classroom, we will develop strong partnerships with our community and childcare providers. Investing in the development of community resources and partnerships for Henry children ages birth to five will allow learning to flourish early and lead to strong Kindergarten readiness followed by a lifetime of education success.

HCS will be a K-12 leader in providing STEM, fine arts and world language educational opportunities. At every level, students will have the opportunity to participate in STEM experiences through robotics, coding, and hands-on-research, culminating with the opportunity to attend a state-of-the-art STEM high school. There will be a theater and choral program at every elementary, middle, and high school, and a commitment to competitive and accomplished band and orchestra programs at every middle and high school in the district.

STRATEGIC ACTION

2

Advance effective school leadership and classroom instruction.



Henry County Schools focuses on ALL students from PreK through 12th grade to ensure opportunities, access, and outcomes are realized by the initiatives defined below. These initiatives will be tactically deployed by ensuring that HCS attracts, equips, and retains the most effective teachers, school leaders, and support professionals as the five-year strategic plan unfolds.

SA-2 INITIATIVES

- 1.** Establish aligned frameworks for highly effective schools, classrooms, leaders, teachers, and support professionals with a focus on positive culture and climate.
- 2.** Advance school leadership capacity to lead instruction, data teaming, collaborative planning, school improvement, and community engagement.
- 3.** Create a pipeline for district leaders, school leaders, certified positions, and classified job families.
- 4.** Build out clusters for the purpose of vertical articulation of academics, student and family experience, community engagement and outreach, and shared civic leadership.



When Strategic Action #2 and the aligned initiatives are fully realized over the next five years, we will be a spotlight district for the most effective professionals in the classroom, in school leadership, and in support positions. The best possible investment in the future of a child is in the people dedicated to educate, nurture, coach, counsel, and support them during their K-12 education career. As the largest employer in Henry County, and because of the immense investment in the professionals in Henry County Schools, this five-year plan makes certain that every adult is competitively compensated, effectively trained, and appropriately accountable to the learning outcomes of young people. Over the next five years, we will create a reliable employment pipeline confirming our successful recruitment, development, and retention of qualified and impactful employees in every job family. Henry County Schools will provide clarity regarding exceptional practices in classroom instruction, school leadership, and support program areas with an unapologetically laser-like focus on the opportunities, access, and learning outcomes for every student in Henry County Schools.





STRATEGIC ACTION **3** Advance connectivity to value and engage all students, employees, families, and partners in our growing community.

Henry County Schools focuses on ALL students from PreK through 12th grade to ensure opportunities, access, and outcomes are realized by the initiatives defined below. These initiatives will be tactically deployed with an emphasis on advancing connectivity.

SA-3 INITIATIVES

- 1.** Expand the Partners in Education Program ensuring that every school has (at least) a faith-based partner, a small business partner, and a civic organization partner, in addition to involved families and school staff.
- 2.** Establish a comprehensive volunteer and mentoring program.
- 3.** Establish a Henry County Schools “Welcome Center” for students and families new to HCS.
- 4.** Design a Culturally Responsive Teaching course to be made available to all staff in HCS, and to propose to the Professional Standards Commission for consideration as a PSC-approved endorsement.
- 5.** Create and incorporate a 501c-3 approved Henry County Schools Foundation.
- 6.** Elevate systematic language services.
- 7.** Elevate community partnerships with local and state inter-governmental agencies.
- 8.** Build out adult education programming for HCS families to provide learning and skill development opportunities.



When Strategic Action #3 initiatives are realized over the next five years, every school will be surrounded and supported by community partners who are active participants in the development of a positive school climate and culture. Every student will have access to a trained mentor who will promote positive student development, and every school will have access to a network of support from trained volunteers who will increase the capacity of each local school to provide excellent student and family services. All families will have an enriching, comprehensive, and engaging experience when enrolling in school. This will be an opportunity for our families to learn about our schools, resources, and specialized opportunities. It will also be an opportunity for our schools to learn about our families' needs, interests, and dreams.

Families will see themselves reflected in the make-up of the school, instructional resources, practices, and materials. We will celebrate and authentically engage each family's unique characteristics and backgrounds to ensure that they feel connected to the school community.





STRATEGIC ACTION 4 Advance student and employee health, wellness, and support structures.

Henry County Schools focuses on ALL students from PreK through 12th grade to ensure opportunities, access, and outcomes are realized by the initiatives defined below. These initiatives will be tactically deployed with an emphasis on ensuring student and employee infrastructures and processes that will be operational during the implementation of the five-year strategic plan.

SA-4 INITIATIVES

1. Establish a comprehensive school-wide counseling, academic, and career coaching and advisement program.
2. Establish a community health and wellness collaborative to invest in physical, emotional, academic, and mental health services, care and resources for students.
3. Establish an employee wellness framework and wellness commitment.
4. Develop a continuum of services to ensure that every student is learning in a safe and healthy environment.



When Strategic Action #4 and the aligned initiatives are fully realized over the next five years, HCS will ensure that every student walks across the stage at graduation with not only a quality diploma, but also with a quality plan for post-graduation. Whether interested in immediately starting a career, entering a post-secondary institution, beginning a career in the military, or advancing a technical skill or certification, HCS will ensure that every graduate sees the alignment of their high school academics and understands their high-quality choices and multiple options as a graduate. Additionally, Henry County Schools will consider the growing needs to foster the physical, academic, emotional, and social health of young people so that they are confident and independent thinkers who can problem-solve, communicate, and stay healthy throughout their academic years and beyond. Henry County Schools will build on its investment in campus security through increased focus on personal safety and personal health and well-being. We believe that every child should feel safe and loved, and that they belong at school. We will monitor and measure this sense of belonging and safety through a variety of methods.





STRATEGIC ACTION **5** Advance a high-performing operational culture.

Henry County Schools focuses on ALL students from PreK through 12th grade to ensure opportunities, access and outcomes are realized by the initiatives defined below. These initiatives will be tactically deployed with an emphasis on ensuring the organization operates coherently and with solid infrastructure processes during the implementation of the five-year strategic plan.

SA-5 INITIATIVES

- 1.** Acquire and implement an enterprise resource management system with the capability to integrate the processes of finance, human resources, procurement, and document storage.
- 2.** Develop and implement a comprehensive data strategy and data support structure.
- 3.** Establish a basic equipment list and growth replacement plan of resources and basic equipment for every classroom, school common space, and office space.
- 4.** Evaluate and update compensation and classification infrastructure and address position controls, internal accountability processes, and job family career ladders.
- 5.** Expand the energy management plan across the district.



When Strategic Action #5 and the aligned initiatives are fully realized, Henry County Schools will have modernized all aspects of its digital infrastructure that results in automated and digitized employment processes, federal, state, and local data reporting, and document storage. This transition from a combination of many long-standing distinct digital solutions to a comprehensive, inter-dependent organizational solution will result in modernized, streamlined, more efficient, more reliable, and less labor intensive processes in Human Resources, Finance, and Operations. Additionally, this strategic action calls for HCS to ensure that student learning performance and key district performance indicators are visually communicated in an easy-to access and easy-to-understand display to make certain that district stakeholders, families, employees, and students can clearly understand student success and improvement opportunities.

And finally, through this strategic action, HCS takes great strides to advance energy efficiency and energy use management through its future investments in facilities, and its approach to monitoring utility usage.

Strategic Action #5 operationalizes the commitment to create competitive salary and benefit portfolios for current and future workforce and invests in the growth and replacement of classroom furniture, equipment, and materials so that all students have access to an exceptional learning environment. The systems and processes of a growing district will be nurtured and developed so that the entire organization can connect every aspect of our operations to students having exceptional opportunities, access, and outcomes as learners in HCS.



Community-Inspired 2021-2026 Strategic Plan

Developed by the Henry County Board of Education

A COMPASS FOR THE FUTURE

In 2018, the Henry County Board of Education began to design the course that would guide our district's future. Taking deliberate action over more than two years through engagement with the community, our Board developed a set of **Core Beliefs** outlining our structural backbone, **Core Policies** to govern procedures, **Strategic Actions** to build to, and **Priority Student Outcomes** to provide the target for our work, all benefiting our **Core Business of Student Learning**.

COREBELIEFS | We believe;

- all students can learn at or above grade level and will have an equal opportunity to do so.
- family and community involvement is critical to student success.
- all learning environments should be supportive, safe, and secure.
- effective teachers, leaders, and employees, produce excellent results.

COREPOLICIES | BAB, IAB, and IB call for:

- An Aligned System of Teaching and Learning
- A System of Accountability
- A Framework for Continuous Improvement
- A Plan to Advance Opportunities, Access, and Outcomes

STRATEGIC ACTIONS | To advance;

- and accelerate learning opportunities and experiences for students.
- and support effective school leaders and teachers.
- community and stakeholder engagement so that all students, families, employees, and partners feel welcomed and valued.
- student and employee health, wellness, and support structures.
- a high-performing operational culture.

PRIORITY OUTCOMES | Every student will be;

- ready for kindergarten.
- ready to read and write at or above grade level each year with a curriculum rich in literature and world languages.
- ready for success in advanced coursework at every grade level.
- ready for life with strong soft skills, personal skills, personal health, and well-being.
- ready for college, career, and post-secondary success with industry certifications, competitive test scores and scholarship awards.



The Creation of our Community-Inspired Strategic Plan

April 2018 | Strategic Priorities Formed

Strategic Priorities were formed by the Superintendent and supported by the Board of Education (BOE). The Strategic Priorities provided focus for the district from April 2018 - August 2020 in response to direct feedback from employees in all job families, parents, students, and the community. The following emerged as priorities for HCS:

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.

June 2018 - April 2021 | The BOE Governance Framework and HCS Compass were created.

June -July 2018, the Henry County Board of Education studied the concept of Core Beliefs and Commitments, reviewed the work of districts around the country, and went through a process to collectively establish the Henry County Board of Education's Core Beliefs and Commitments. These Core Beliefs and Commitments are a set of shared beliefs and commitments established by the BOE on July 10, 2018.

July 2018, the Superintendent evaluation was aligned with metrics associated with each core belief. This is a key lever to alignment from the boardroom to the classroom.

November 2019 - August 2020, a Comprehensive Policy Review was conducted to ensure that policies are current in regard to the educational needs of students, staff and community, federal laws, and court rulings. Additionally, it ensured the Board's policies and handbooks align with the Board's Core Beliefs and Commitments.

November 2019, Henry County celebrated an 11 point gain on the College and Career Ready Index (CCRPI) score for the District. This double-digit gain represented the incredible growth and achievement students were experiencing in Henry County classrooms and solidified our position as the fastest growing school district in the Metro-Atlanta region. It also signified the strengthening and stabilization of a foundation upon which the district could build a plan for the futures of our students.

May 2019, Henry's Plan of Action policy, BAB, was adopted. This School Board Governance policy is the agreed-upon Plan of Action for the purpose of creating and sustaining a high performing school district that educates all children to high standards and prepares the whole child to be a healthy and active contributor to impact a global community. Henry's Plan of Action is built on the premise that the core purpose and responsibility of HCS is student learning, and Henry County Schools is accountable for improving student achievement for each student and every school.

June 2019, BOE members worked collaboratively to design the process to develop a strategic plan. The BOE shared their intentions to broadly embrace community, family, staff, and student voice; set out to create ambitious and transformative objectives for all students; and, transparently communicate progress and, ultimately, performance to the community.

February 2021, Policy IAB was adopted. The Educational Accountability policy was adopted to advance opportunity, access, and outcomes for ALL students. (adopted February 2021)

Jan
2018

Jul
2018

Jan
2019

Jul
2019

Jan
2020

Jul
2020

April 2021, Policy IB was adopted. The Instructional Program Goals and Objectives policy is the BOE's commitment to Henry's plan of organizational accountability to ensure a high-performing school district. It charges the Superintendent with the creation of an accountability system with four key components.

November 2019 - February 2020, Community Conversations: A Charge for a Strategic Plan developed through Community Voice and Involvement.

- **8,000 voices** (students, parents, employees) through community surveys and town hall meetings
- **52 faculty meetings**
- **50 school councils**
- **13 Superintendent advisories** -  **SUPERINTENDENT'S ADVISORIES**
STUDENT - STAFF - PARENT - TEACHER - COMMUNITY
- **4 Town Halls**

Jul
2021

February 2020 - March 2021 | A Plan Comes to Life

February 2020, data compiled/analyzed from community meetings and framework drafted
March 2020, first read of the drafted framework aimed at capturing community hopes, dreams, and aspirations. Additional rounds of community conversations scheduled for feedback to validate the draft met community expectations. This forum converted to digital feedback sessions due to the interruptions of the COVID-19 pandemic.

May 2020, draft of Strategic Plan Framework.

July 13, 2020, BOE adopts 2021-26 Strategic Plan Framework.

August 2020 - April 2021, district leaders, school leaders, teachers, staff, students and advisory members convened in working groups to research and propose initiatives that will bring the Strategic Plan Framework to life.

August 2020 - August 2021, BOE members worked closely together to define how success will be measured as it aligns to the Priority Outcomes. They set five-year goals for the first 6 of 25 metrics that will measure student success and strategic plan effectiveness.

March 2021, with 68% of the vote, voters approved the E-SPLOST VI program crucial to the funding of new opportunities called for in the Strategic Plan.

May 2021, Superintendent Davis unveils the Board approved Community-Inspired Strategic Plan with the community and employees at the State of the School Address.

May 2021, BOE adopts a new HCS Vision statement and Mission statement.



HENRY COUNTY SCHOOLS and our **COMMUNITY** share

A SINGULAR **VISION** TO
Ensure a **high-quality, world-class**
education for **every student.**

AND A **MISSION** TO
Empower all students with **exceptional**
opportunities and **access** that lead
to their **Success** in a global society.

Jan
2021

FAST FACTS

Who is HENRY?

8th Largest District in GA

123rd Largest District in US

52 Schools

28 Elementary Schools

11 Middle Schools

10 High Schools

3 Academies



The Academies of Henry

Academy for Advanced Studies
Impact Academy - Virtual & Blended
Excel Academy - Alternative

Henry County Schools is nestled about 20 minutes south of the Atlanta Hartsfield-Jackson International Airport. Over the past 20 years, we have grown in community population from 113,000 residents to over **244,000** residents. Student enrollment since 1999 has grown from 21,000 students to almost **43,000** students. In recent years our number of employees has grown from 3,000 in 1999 to **4,500** now. In terms of financial planning, our budget in 1999 was \$100 million dollars and 20 years later, we have an operating budget of **\$415** million dollars.

Serving **43,000** STUDENTS

60% African American/Black
21% White
12% Hispanic
5% Multi-Racial
3% Asian
1% Other/Pacific Islander
13% STUDENTS WITH DISABILITIES
13% ESOL
12% GIFTED STUDENTS
3% ELL

100% HENRY

87.5% Graduation Rate

6th Largest Grad Class in GA

2,102 Students taking 10,479 AP Courses
19,404 Students Experiencing 29 CTAE Pathways
20 ESE Preschool Classrooms 9 PreK Programs
45% of Students Qualify for Free & Reduced Lunch

30,003

Fine Arts Students

400 Performing Arts Events Annually at **2** Performing Arts Centers

\$417,000,000

Annual District Budget

\$9,892

Annual Investment Per Student

2,944

Learning Spaces

4,500 Employees

3,155 Certified Teachers/Staff

1,291 Classified Support Staff

\$41,410

Starting Teacher Salary with Bachelors Degree



11.3% GAIN IN CCRPI
Most Recent Reporting - 2019

219,877 Work orders completed by **125** Facilities Professionals

328 Buses In Service

19,957 Daily Bus Riders

12,896 Average Daily Bus Miles

20 SPORT PROGRAMS

204 Athlete Scholars Signed to Play College Sports*

24 Players of the Year*

17 Coaches of the Year*

TAKING ACTION TO ADVANCE OPPORTUNITIES | ACCESS | OUTCOMES IN PURSUIT OF EXCEPTIONAL



Our Governance Team

Dedicated to Opportunities, Access, and Outcomes



High-performing school districts are led by high-performing Boards of Education. The Unified Governance Team in Henry County Schools became the team they are today by laying out a set of strategic priorities focused on unifying, strengthening, and ensuring key practices, policies, and procedures that simultaneously identify and solidify a set of core beliefs and commitments. A school district's core business is student learning. The Henry County Board of Education focuses all of its efforts and energy into supporting students and staff with adequate fiscal and educational resources to succeed at every level, from the start of their educational journey through to graduation. Our board has fully committed to the students, staff, and families in the district to ensure an exceptional education is experienced by every student, every day.



"We now have a plan...I have never seen a board working together and working so hard...[to ask] what is best for [our] school system? [It] has been unbelievable. [We] want to hear...ideas!"

Dr. Pam Nutt

Board Member since 1997



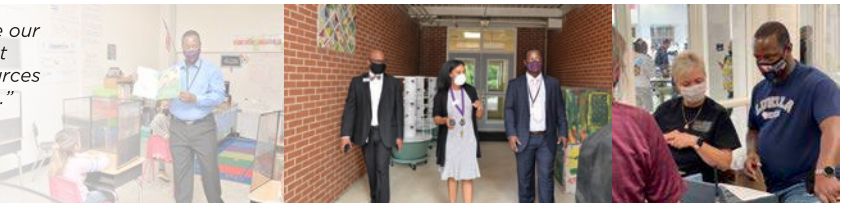
District 1



"[This plan] sets a path of where we want to see our district in the next five years and the work that it takes to get there. I am excited about the resources that we are going to align to our...Strategic Plan."

Mr. Makenzie McDaniel

Board Member since 2021



District 2



"I loved getting out into the community and schools and [listening to] the community share their hopes and dreams. We all know how important the school system is to the health of the community."

Mrs. Holly Cobb, Board Chair

Board Member since 2017



District 3



"I'm excited about...what this will mean. Each and every one of our students is going to have opportunities that we never thought possible..."

Mrs. Sophe Pope

Board Member since 2019



District 4



"Our work on the Strategic Plan...sets the foundation. It's like a roadmap. It's all about the children and where we are taking [them] every day as they go through the Henry County School system. It's exciting!"

Mrs. Annette Edwards, Board Vice-Chair

Board Member since 2015



District 5

DISTRICT REPRESENTATION THROUGH

Unified Governance



DISTRICT 5

Mrs. Annette Edwards

Austin Road ES
Cotton Indian ES
Fairview ES
Red Oak ES
Smith-Barnes ES
Stockbridge ES
Woodland ES
Austin Road MS
Dutchtown MS
Stockbridge MS
Woodland MS
Dutchtown HS
Stockbridge HS
Woodland HS
Impact Academy
EXCEL Academy
Academy for Advanced Studies

DISTRICT 4

Mrs. Sophe Pope

Cotton Indian ES
Flippen ES
Hickory Flat ES
Pate's Creek ES
Pleasant Grove ES
Red Oak ES
Smith-Barnes ES
Stockbridge ES
Timber Ridge ES
Walnut Creek ES
Woodland ES
Eagle's Landing MS
Stockbridge MS
Union Grove MS
Woodland MS
Eagle's Landing HS
Stockbridge HS
Union Grove HS
Woodland HS
Impact Academy
EXCEL Academy
Academy for Advanced Studies

DISTRICT 3

Mrs. Holly Cobb

East Lake ES
Flippen ES
Hickory Flat ES
Oakland ES
Ola ES
Rock Spring ES
Timber Ridge ES
Tussahaw ES
Walnut Creek ES
Wesley Lakes ES
Eagle's Landing MS
McDonough MS
Ola MS
Union Grove MS
Eagle's Landing HS
McDonough HS
Ola HS
Union Grove HS
Impact Academy
EXCEL Academy
Academy for Advanced Studies

DISTRICT 2

Mr. Makenzie McDaniel

Bethlehem ES
Dutchtown ES
Hampton ES
Luella ES
Mt. Carmel ES
Oakland ES
Pate's Creek ES
Rocky Creek ES
Wesley Lakes ES
Dutchtown MS
Hampton MS
Luella MS
Dutchtown HS
Hampton HS
Luella HS
Impact Academy
EXCEL Academy
Academy for Advanced Studies

DISTRICT 1

Dr. Pam Nutt

Bethlehem ES
Locust Grove ES
Luella ES
New Hope ES
Oakland ES
Ola ES
Rocky Creek ES
Rock Spring ES
Tussahaw ES
Unity Grove ES
Wesley Lakes ES
Hampton MS
McDonough MS
Locust Grove MS
Luella MS
Ola MS
Hampton HS
Locust Grove HS
Luella HS
McDonough HS
Impact Academy
EXCEL Academy
Academy for Advanced Studies



Lexile - the Lexile Framework is a scientific approach to reading and text measurement; when used together it ensures the reader and text are on the same developmental scale, making it easy to connect your child with books targeted to their reading ability; students receive a Lexile reading measure from the Georgia Milestones Assessment as well as from Henry County's locally administered MAP assessment

MAP - Measures of Academic Progress assessment is utilized in Henry County Schools as a benchmark assessment administered three times a year to students in grades 1-9. MAP provides stakeholders with information on a child's performance in reading and math as well as a child's growth within and across academic years; since MAP is administered throughout the US, the data provides a national comparison

Common Writing Benchmarks - The term "common benchmarks" refers to assessments administered across schools throughout the district at a specified interval within a specific period of time (e.g., monthly on the first day of the month, quarterly on the last week of the quarter, etc); Henry County Schools will be acquiring and/or developing a common writing assessment to support reporting on one of the Priority Student Outcome metrics

GKIDS - within the state of Georgia, all public schools administer the Georgia Kindergarten Inventory of Developing Skills (GKIDS) annually to all kindergarten students; within the GKIDS assessments, there are two tools: GKIDS 2.0 and GKIDS Readiness; the two assessment tools are designed to provide ongoing diagnostic information about kindergarten students' developing skills in English Language Arts, Math, Science, Social Studies, Personal/Social Development, and Approaches to Learning

Gross Motor Skills Screener - gross motor skills are those which require whole body movement and which involve the larger muscles to perform everyday functions like skipping and jumping, as well as skills that involve hand-eye coordination like throwing, catching, and kicking; a screener is a tool to assess gross motor skills as part of the kindergarten readiness screening conducted in Henry County Schools

Accelerated - Accelerated Coursework is defined as classes taken that are beyond the child's enrolled grade level; for example, a 4th grade student who is enrolled in 5th grade math is participating in an Accelerated Course

Advanced Placement (AP) - AP gives students the chance to tackle college-level work while they are still in high school; by taking AP Exams and earning qualifying scores, students can earn college credit and placement

Dual Enrollment - Dual Enrollment (DE) programs provide opportunities for Georgia high school students in grades 11-12 and 10th grade students, who meet the criteria, to take college-level courses and earn concurrent credit toward a high school diploma while still in high school

Zell Miller Scholarship - Georgia's Zell Miller Scholarship is available to Georgia residents who have demonstrated academic achievement; the scholarship is Georgia's most rigorous of the State Lottery Funded Scholarships and provides money to assist students with the tuition cost of attending a Zell Miller Scholarship eligible college or university; Georgia's Zell Miller Scholarship has program eligibility requirements, academic requirements, and a length of eligibility

Georgia's End-of-Pathway Assessment (EOPA) - serves as a measurement mechanism to ascertain the technical skill attainment level of students participating in career and technical education courses; students who are eligible to participate in EOPA testing activities should have successfully completed the three designated courses in the pathway, or, be enrolled in the final designated course of the pathway and be on track to successfully complete the last designated course

PSAT 8 - the PSAT 8/9 measures what students are learning in school and helps determine if students are on track for high school and beyond; it also helps with the high school course advisement process, identifying subjects students may excel in and those where more focus/support is needed

PSAT/NMSQT - the PSAT/NMSQT (Preliminary SAT/National Merit Scholarship Qualifying Test) can be given to 10th- or 11th-grade students; as part of the SAT Suite of Assessments, it's designed to help prepare students for the SAT, college, and careers; students who take the PSAT/NMSQT in 11th grade may meet requirements to enter the National Merit® Scholarship Program, an academic competition for recognition and scholarships

SAT - the SAT is an entrance exam used by most colleges and universities to make admissions decisions; the SAT contains multiple-choice questions in Math and Evidence-Based Reading and Writing; the SAT College and Career Readiness Benchmarks provide information on a student's likelihood of success (e.g., earning a C or better) in first semester, college-level coursework

ACT - The ACT is an entrance exam used by most colleges and universities to make admissions decisions; the ACT contains multiple-choice tests in four areas: English, Mathematics, Reading and Science; the ACT College and Career Readiness Benchmarks are scores on the ACT subject-area tests that represent the level of achievement required for students to have the best academic experience at the college level; readiness indicators serve as a means of predicting a student's college success



In pursuit

of *Exceptional*

**And taking action to advance
OPPORTUNITIES, ACCESS, AND
OUTCOMES, so that every
student in our school district has
EXCEPTIONAL SUPPORT,
EXCEPTIONAL OPPORTUNITIES
and an EXCEPTIONAL FUTURE.**

HENRY COUNTY BOARD OF EDUCATION