

Our 2021-2026 Community-Inspired Strategic Plan Annual Report (Year 5):

Reflecting on Progress, Advancing Bright Futures

August 2026

Summer Cox, Deputy Superintendent of Staff and Operational Effectiveness

Dr. Micki Foster, Executive Director of Strategic Initiatives and Policy Design



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.

Unified Governance

A system for educating, led by the Henry County Board of Education



CORE BELIEFS | We believe

Each student 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 staff produce excellent results

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, and employees feel welcomed and valued

Student and employee health, wellness, and support structures

A high-performing operational culture

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

A COMPASS FOR THE FUTURE

CORE POLICIES | 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

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 literature and world languages

Ready for success in advanced coursework at every grade level

Ready for life with strong soft skills, personal health, and well-being

Ready for college, career, and post-secondary successes with industry certifications, competitive test scores, and scholarship awards

In Pursuit of *Exceptional*

YEAR FIVE

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

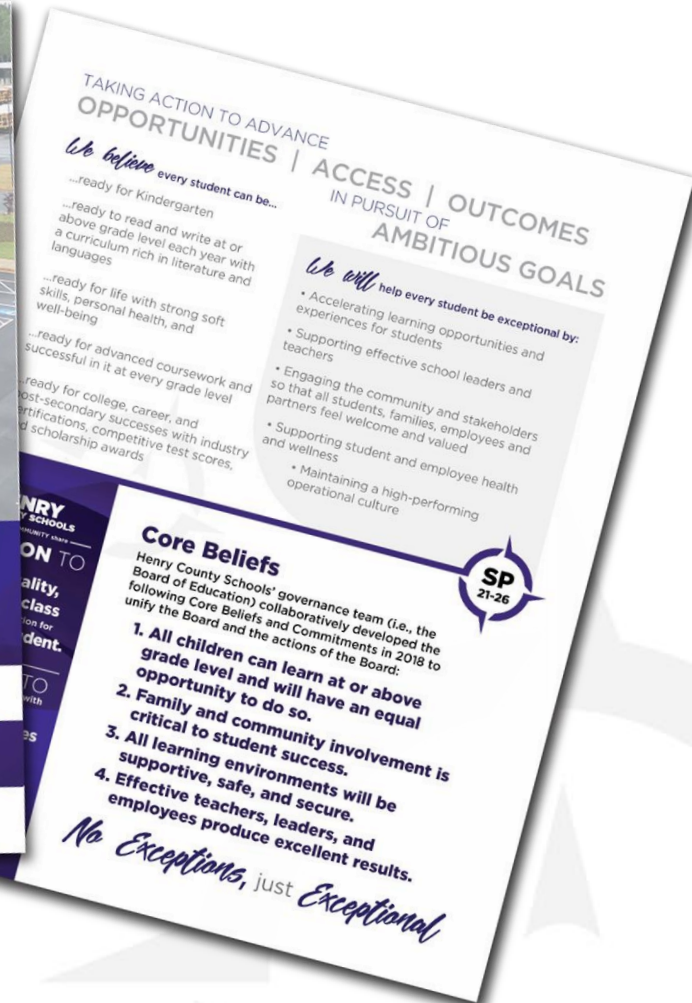
Wrapping up the Work:

- Strategic Action Highlights – Continuation of Work
- Priority Student Outcomes
- Financial Investments

NEW PLAN LAUNCH

HENRY 2026
COUNTY SCHOOLS 2031 STRATEGIC PLAN

- Community Engagement
- Survey Insights
- What Success Look Like
- Mapping the Work
- KPIs, First Year Initiatives, Scorecard



STRATEGIC ACTION 1

5-YEAR PROGRESS DASHBOARD



COMPLETION HIGHLIGHTS

- Construction and curriculum development for Henry County STEM High School
- Implementation of districtwide literacy standards and uniform instruction practices
- Extension of high school credit opportunities to all middle schools
- Introduction of Spanish curriculum in every elementary school
- Deployment of 'STEM for All' instruction K-12, including elementary labs, middle school engineering, and robotics
- Expansion of orchestra, theater, and fine arts programming
- Aligned CTAE pathways with industry certifications and dual enrollment

STRATEGIC ACTION 1

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

5-Year Strategic Plan investments totaled **\$33.8M** Including **\$17.7M** non-personnel expenditure and **\$16.1M** for personnel

\$33.8M
Expended to Date

- STEM High School
- Literacy Standards & Practices
- HS Credit in Middle Schools
- Spanish in Elementary Schools
- K-12 STEM for ALL
- Performing Arts Expansion
- CTAE Pathways & Certifications

"Henry County Schools' achievements in the last five years have been nothing short of amazing. The Board of Education has remained focused on delivering a high-quality, world-class education for every student. Our community-inspired Strategic Plan was filled with bold initiatives, policies, and programs to enrich learning across the district. In every school and department, we created college and career tracks to equip learners with skills, experiences, and confidence to succeed in an ever-changing world. The district has transformed engagement processes and revamped collaborative efforts while expanding community partnerships and mentoring programs. Our advances in the last five years encourage us for what lies ahead, and we remain committed to providing exceptional opportunities, access, and outcomes for every student we serve."

Sophe Pope, District 4 Board Chair



STRATEGIC ACTION 2

5-YEAR PROGRESS DASHBOARD

RESEARCHED
100%DESIGNED
100%INVESTED
100%IMPLEMENTED
85%COMPLETED
85%

COMPLETION HIGHLIGHTS

- Enhancement of compensation and benefits packages to increase teacher retention
- Participation in certification pathways and para-to-teacher grants to grow local teaching talent
- Implementation of the Highly Effective Classroom framework for aligned instruction
- Establishment of leadership pipelines for aspiring district and school administrators
- Expansion of principal mentorship through the cluster lead position and the MODEL program
- Implementation of student data clerk position to assist leaders with academic tracking
- Training of counselors and support staff on college-readiness technology

STRATEGIC
ACTION 2

Advance effective school leadership and classroom instruction.

*5-Year Strategic Plan investments totaled \$19.3M including \$4.8M non-personnel expenditure and \$14.5M for personnel***\$19.3M**
Expended to Date

- Compensation & Benefits
- Para-To-Teacher Grants/Pathways
- Highly Effective Classroom
- Leadership Pipelines
- Model Program for Aspiring Principals
- Counselor College-Readiness Training
- Student Data Clerks to Assist Leaders with Data Entry

“Student success is at the heart of everything we do, and I am proud of the progress we have made through strategic investments in our educators, staff, programs, equipment, and facilities. Yet, the work of continuous improvement is never done, and we must remain focused on the future—anticipating the evolving needs of our students and preparing them for the opportunities ahead. The Board of Education will continue advancing access, opportunities, and outcomes for every student through strategic oversight, responsible stewardship, and a commitment to excellence.”



STRATEGIC ACTION 3

5-YEAR PROGRESS DASHBOARD

RESEARCHED
100%DESIGNED
100%INVESTED
100%IMPLEMENTED
100%COMPLETED
100%

COMPLETION HIGHLIGHTS

- Establishment of a centralized Welcome Center for family support
- Development of the HenryConnects portal to strengthen partnerships with families
- Launch of the Henry County Public Schools Foundation
- Redesign of districtwide community partnership and mentoring frameworks
- Expansion of bilingual communications and adult language classes
- Implementation of adult workforce soft-skills training programs

STRATEGIC
ACTION 3

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

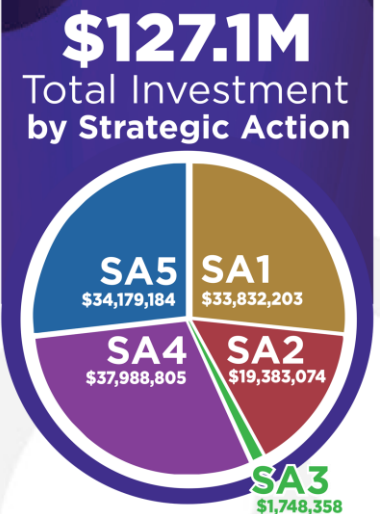
5-Year Strategic Plan investments totaled **\$1.7M** including **\$1.2M** non-personnel expenditure and **\$.5M** for personnel

\$1.7M
Expended to Date

- Welcome Center
- Henry Connects
- Partnerships & Mentoring Frameworks
- Bilingual & Adult Language Classes
- Adult Workforce Soft-skills Training
- Henry County Public Schools Foundation

“Henry County Schools has demonstrated exceptional growth and achievement in the last five years. The Board of Education remains focused on innovation and excellence, ensuring we meet the evolving needs of our students and prepare them to thrive after they leave our system. The Henry County community has been instrumental in shaping our policies. I am proud to help advance our collective hopes, desires, and aspirations for Henry County’s children.”

Dr. Pam Nutt, District 1 Board Member



STRATEGIC ACTION 4

5-YEAR PROGRESS DASHBOARD



COMPLETION HIGHLIGHTS

- Deployment of Mental Health and Wellness Facilitators and CARE teams districtwide
- Implementation of HenryCares student wellness tracking and support plans
- Restructuring of school counseling models to emphasize postsecondary readiness
- Upgrades to facility entry systems, security cameras, and safety personnel
- Introduction of weapons detection systems and event safety protocols
- Expansion of healthcare, financial, and mental health benefits for employees
- Training for staff in threat assessment and de-escalation tactics

STRATEGIC ACTION 4

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

5-Year Strategic Plan investments totaled **\$38M** Including **\$17.1M** non-personnel expenditure and **\$20.9M** for personnel

\$38M
Expended to Date

- HenryCares
- Safe Entry Systems, Weapons Detection
- Healthcare, Financial, Mental Health Benefits
- School Counseling for Secondary Readiness
- Threat Assessment & De-escalation Training
- Mental Health & Wellness Facilitators & Care Teams Districtwide



"I was delighted to take part in the 2021-2026 Community-Inspired Strategic Plan as it progressed from the community to the boardroom to the classroom. I am proud to be a member of this proactive and exemplary Board of Education, which continues to strive toward its promise of a high-quality, world-class education for every child. It is my honor to support the work of this governance team in ensuring every Henry County student has an opportunity to succeed."

Annette Edwards, District 2 Board Member

STRATEGIC ACTION 5

5-YEAR PROGRESS DASHBOARD



- Implementation of AccessHCS for modernized HR, payroll, and finance processes
- Restructuring of employee compensation models and job classification guidelines
- Construction of Birch Creek Elementary, Transportation – West facility, and new administrative building
- Upgrades to districtwide facilities, including elementary HVAC systems and roofs, digital school signage, middle and high school scoreboards

COMPLETION HIGHLIGHTS

- Expansion of transportation infrastructure and clean-fuel fleet
- Establishment of growth and replacement cycles for fine arts and athletic equipment
- Modernization of central data center technology

STRATEGIC
ACTION 5

Advance a high-performing operational culture.

5-Year Strategic Plan investments totaled **\$34.1M** including **\$31.6M** non-personnel expenditure and **\$2.5M** for personnel

\$34.1M
Expended to Date

- AccessHCS
- Compensation & Classification Models
- Birch Creek ES, Transportation West, Admin
- Modernized Data Center Technology
- Transportation Infrastructure, Clean Fuel
- Fine Arts/Athletic Growth & Replacement
- HVAC Upgrades, Roofs, School Signage, High School Scoreboards



"I joined the Board of Education as we were wrapping up the 2021-2026 Community-Inspired Strategic Plan, and I am thrilled to see Henry County Schools finish strong. I am proud of our recent work to support educators, boost attendance, and craft responsible budgets. The dedication of our staff, potential of our students, and vibrant nature of our community inspire me every day. I am excited for what lies ahead and committed to advancing an exceptional educational experience for every child."

Jennifer Carter, District 3 Board Member

Priority Student Outcome #1

Literacy Proficiency: HCS will advance opportunities, access, and outcomes for every group in literacy proficiency at every grade.



Metric		Level	Baseline Average	SP Annual Progress					SP '21-'26 Goal
				'21-'22	'22-'23	'23-'24	'24-'25	'25-'26	
Reading Growth from Grade to Grade			51%	51%	48%	50%	53%	REPORTING Jan. 2027	65%
Reading at or above Grade Level (Amira) Updated January 2024	Kindergarten	46%			46% Baseline Set	55%	64%	49%	
	1st Grade	45%			45% Baseline Set	60%	54%	49%	
Reading at or above Grade Level (GMAS) Updated January 2024	3rd Grade	59%		59% Baseline Set	56%	62%	REPORTING Jan. 2027	67%	
	Middle School 6th & 8th	62%		62% Baseline Set	62%	63%	REPORTING Jan. 2027	67%	
	High School 11th	64%		64% Baseline Set	64%	65%	REPORTING Jan. 2027	68%	
Reading at or above Grade Level on State Assements (GMAS) Combined 3, 6, 8, & American Literature	District	62%		62% Baseline Set	61%	64%	REPORTING Jan. 2027	65%	

Priority Student Outcome #2

Readiness to Learn: HCS will advance opportunities, access, and outcomes for every group in readiness to learn at every grade.



METRIC	BASELINE AVERAGE	SP ANNUAL PROGRESS					SP '21-'26 GOAL
		'21-'22	'22-'23	'23-'24	'24-'25	'25-'26	
Beginning Kindergarten Ready	34%	37%	36%	38%	35%	35%	44%
Participation in Advanced Coursework	23%	21%	27%	34%	25%	REPORTING Sept. 2026	34%
Participation in World Languages Programs	22%	23%	24%	24%	55%	56%	70%
Student Attendance	77%			77% Baseline Set	81%	82%	85%

Priority Student Outcome #3

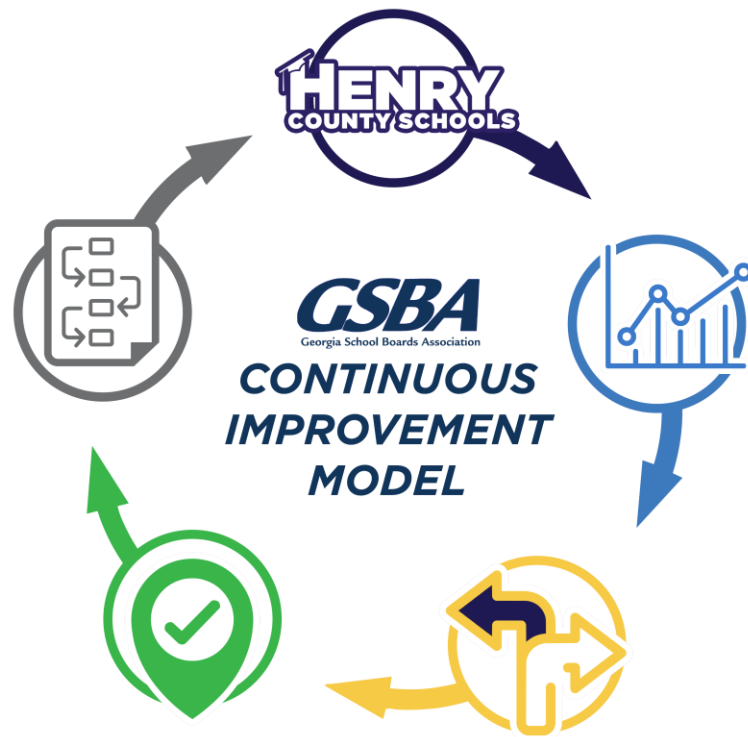
College, Career, and Life Ready



METRIC	BASELINE AVERAGE	SP ANNUAL PROGRESS					SP '21-'26 GOAL
		'21-'22	'22-'23	'23-'24	'24-'25	'25-'26	
Graduates meeting course requirements for college admission	80%		80% Baseline Set	79%	81%	82%	82%
Graduates Completing Industry Certifications or Career Pathways	62%		62% Baseline Set	63%	66%	69%	65%
PSAT® 8 Participation	84%	84% Baseline Set	90%	92%	95%	95%	90%
PSAT® 8 Performance	16%	16% Baseline Set	17%	14%	13%	15%	22%
PSAT® 10 Participation	66%	45%	80%	87%	88%	87%	85%
PSAT® 10 Performance	24%	18%	15%	16%	15%	18%	38%
ACT/SAT® Participation	38%	41%	38%	37%	42%	44%	48%
ACT/SAT® ELA Readiness	54%	41%	53%	57%	60%	59%	70%
ACT/SAT® Math Readiness	30%	21%	25%	23%	24%	28%	50%



STRATEGIC PLAN



Who are we?

Beliefs, Mission, Vision



Where are we now?

Performance Data, Financial Data, Stakeholder Input, SWOT Analysis...



Where do we want to go?

Strategic Goal Areas
Strategic Priorities



How will we know when we get there?

Performance Objectives
Measures & Targets



How do we plan to get there?

Initiatives
Action Plans

10
Cluster Meetings
with over
600+
Participants

3 Advisory Meetings

1788
Survey Results

SWOT Analysis



COMMUNITY SURVEY INSIGHTS



Pillars of Success: *Confirmed Strengths*

- **Dual Enrollment**
Expanding Opportunities for advanced coursework
- **Student Achievement**
Maintaining high academic standards
- **Safe Learning Environments**
Continued focus on physical and emotional safety
- **Communication Practices**
Effective transparency with stakeholders

Strategic Priorities: *Areas for Improvement*

- **Teacher Recruitment & Retention**
Specifically focusing on the recruitment and retention of highly-qualified teachers
- **Quality Instruction**
Ensuring consistency in the classroom experience across the district
- **Parental Support**
Increasing engagement opportunities and resources for families

WHAT SUCCESS LOOKS LIKE



STUDENT PREPAREDNESS

HCS will focus on student mastery of core skills and being prepared for the workforce.



SAFE ENVIRONMENTS

HCS will have safe and academically focused learning environments.



EDUCATOR DESTINATION

HCS will be a destination district for high-quality educators.



COMMUNITY PARTNERSHIPS

HCS prioritizes building strong partnerships with parents and community members.

Strategic Work

Planning Team

- Beliefs, Mission & Vision
- Strategic Goal Areas
- Performance Objectives
- Strategy Map

Action Team

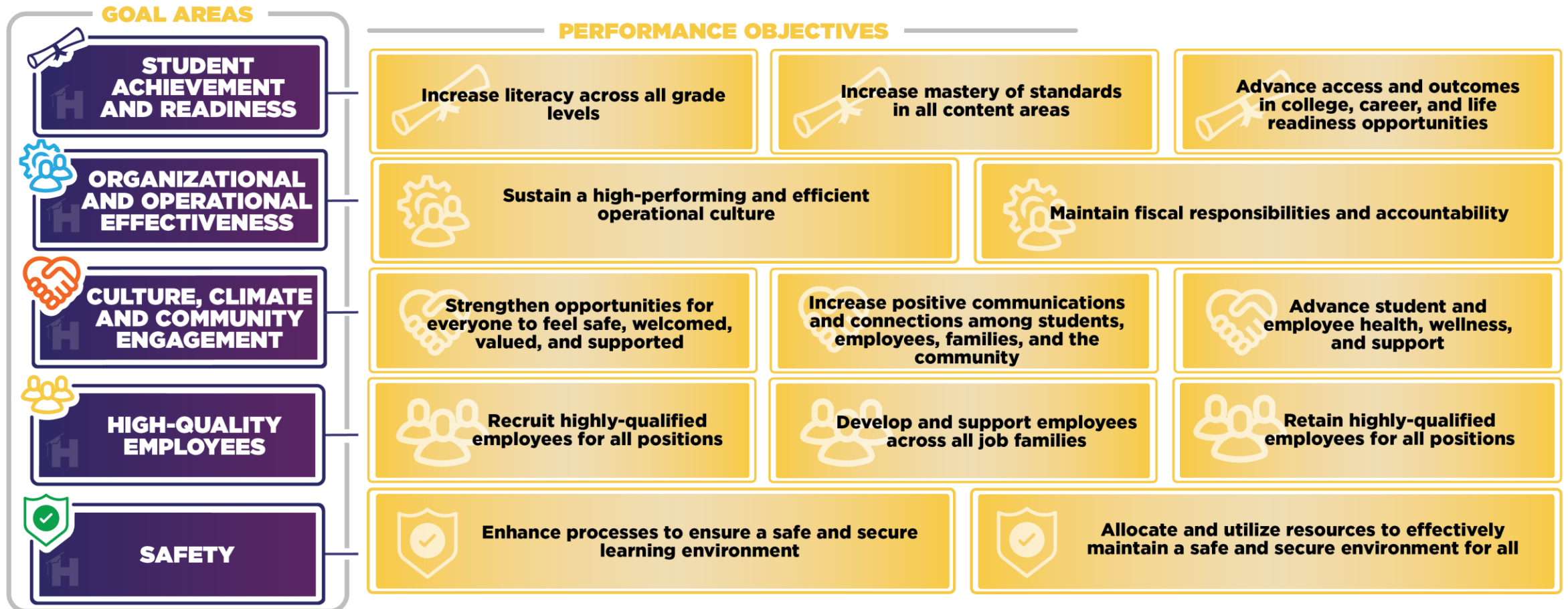
- Performance Measures
- Performance Targets
- Initiatives & Action Steps

District Employees

- District & School Accountability

Operational Work

HENRY COUNTY SCHOOLS **2026 TO 2031** STRATEGY MAP



KEY PERFORMANCE INDICATORS



GOAL AREA | **Student Achievement & Readiness**

Perf. Objective | **Increase Literacy across all grade levels**

KPI | Increase the percentage of students reading at or above grade level (ES/MS/HS)



GOAL AREA | **Student Achievement & Readiness**

Perf. Objective | **Increase mastery of standards in all content areas**

KPI | Increase the CCRPI Content Mastery scores of each content area (ELA, Math, Science, Social Studies)



GOAL AREA | **Student Achievement & Readiness**

Perf. Objective | **Advance access and outcomes in college, career, and life readiness opportunities**

KPI | Increase the percentage of students graduating from high school in 4 years

KPI | Increase the percentage of students completing a pathway

KPI | Increase the percentage of students graduating with evidence of college and career readiness as defined by CCRPI measures



GOAL AREA | **Organizational and Operational Effectiveness**

Perf. Objective | **Sustain a high-performing and efficient operational culture**

KPI | Increase the percentage of students with timely access to a replacement device for at school use if the assigned device is reported lost, broken, or stolen



GOAL AREA | **Organizational and Operational Effectiveness**

Perf. Objective | **Maintain fiscal responsibilities and accountability**

KPI | Maintain a clear annual district audit with no significant findings

KPI | Year-over-year increase in combined monetary funding from grants and charitable sources that directly supports students and schools

KEY PERFORMANCE INDICATORS



GOAL AREA | Culture, Climate and Community Engagement

Perf. Objective | Strengthen opportunities for everyone to feel safe, valued, and supported

KPI | Increase the number of schools with 4 stars or higher on the GaDOE School Climate Star Rating



GOAL AREA | Culture, Climate and Community Engagement

Perf. Objective | Increase positive communications and connections among students, employees, families, and the community

KPI | Increase the percentage of schools making weekly posts to their school websites and social media

KPI | Increase partnerships that provide direct support to schools



GOAL AREA | Culture, Climate and Community Engagement

Perf. Objective | Advance student and employee health, wellness, and support

KPI | Increase the number of Georgia Multi-Tiered System of Supports recognized schools

KPI | Increase student attendance and maintain above 95% for employee attendance



GOAL AREA | High-Quality Employees

Perf. Objective | Recruit highly-qualified employees for all positions

KPI | Increase opportunities to recruit new employees



GOAL AREA | High-Quality Employees

Perf. Objective | Develop and support employees across all job families

KPI | Increase the number of job specific professional development opportunities



GOAL AREA | High-Quality Employees

Perf. Objective | Retain highly-qualified employees for all positions

KPI | Increase the percentage of highly-qualified employees who remain working in the district from year to year

KEY PERFORMANCE INDICATORS



GOAL AREA | **Safety**

Perf. Objective | **Enhance processes to ensure a safe and secure learning environment**

KPI | Exceed the state's minimum requirements for school safety drills

KPI | Increase the percentage of students who report they feel very safe or extremely safe in their classrooms as measured by the Georgia School Climate Survey



GOAL AREA | **Safety**

Perf. Objective | **Allocate and utilize resources to effectively maintain a safe and secure environment for all**

KPI | Maintain or increase annual funding allocated to safety resources and non-capital infrastructure

YEAR 1 Sample Initiatives



GOAL AREA | **Student Achievement & Readiness**

Y1 INITIATIVE | To design and implement professional learning, curated resources, and monitoring systems to strengthen Tier 2 and Tier 3 MTSS literacy supports and ensure students have access to grade-level, standards-aligned, rigorous texts, tasks, interventions, and instructional practices aligned to district Tier 1 non-negotiables.



GOAL AREA | **Organizational and Operational Effectiveness**

Y1 INITIATIVE | To research and design an accountability framework and balanced scorecard for principals and district leaders.



GOAL AREA | **Culture, Climate and Community Engagement**

Y1 INITIATIVE | To research and design a customer service framework to improve communication between the district, schools, and stakeholders.



GOAL AREA | **High-Quality Employees**

Y1 INITIATIVE | To strengthen the pipeline for school leadership advancement.

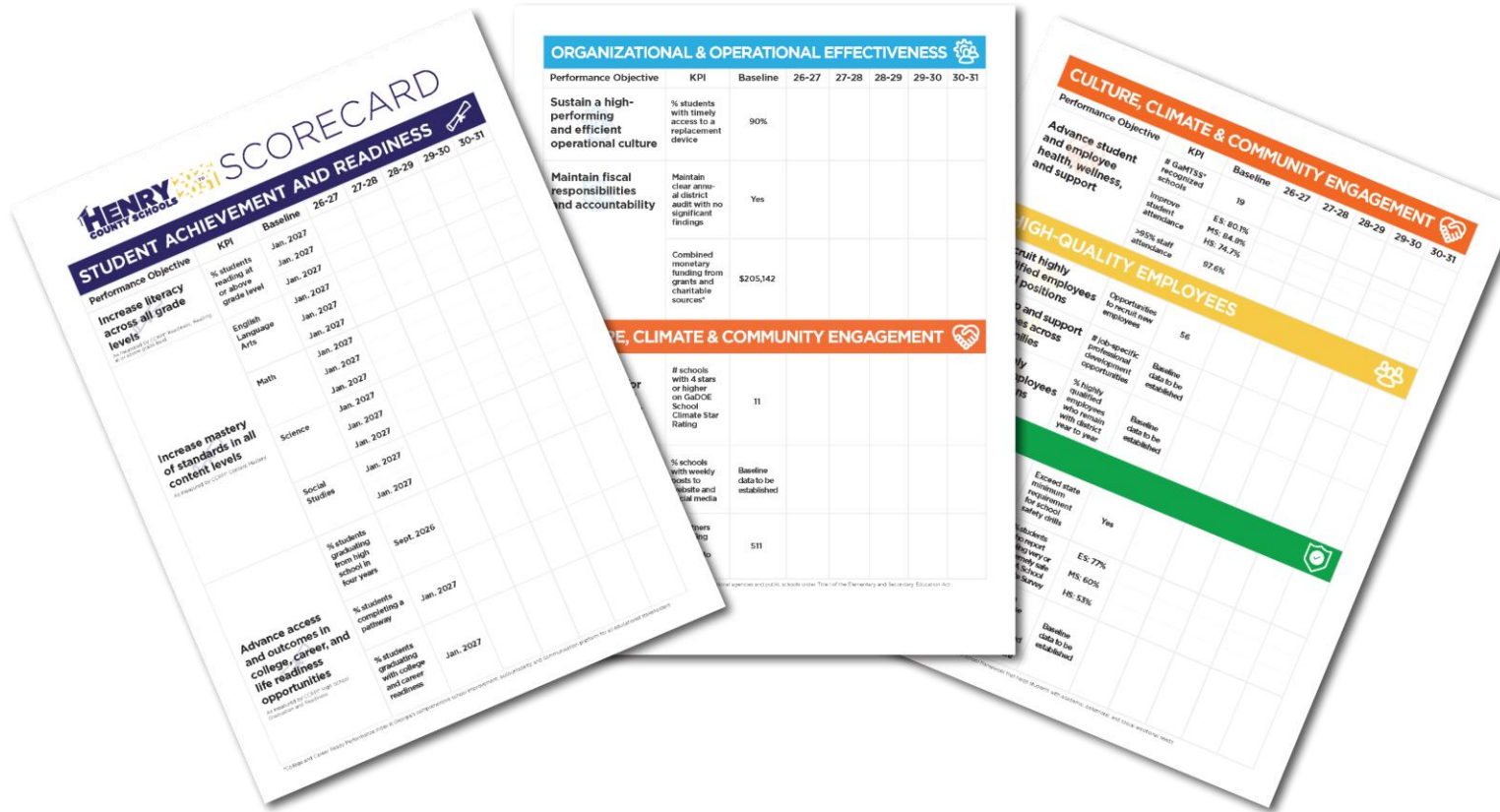


GOAL AREA | **Safety**

Y1 INITIATIVE | To build a system that strengthens the education and implementation of the Code of Conduct.

Balanced Scorecard & Reporting Structure

Bright Futures begin in **HCS**



- Reporting will occur biannually
- Ongoing Strategic Plan updates will occur throughout the year as updates on Initiatives

HENRY COUNTY SCHOOLS **2026 TO 2031** SCORECARD

A VISION TO

ensure a
**high-quality,
world-class**
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MISSION TO
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**2026
TO
2031**

STRATEGIC GOALS

CORE BELIEFS

Each student 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 staff produce excellent results.

CORE POLICIES

Policy *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



*To further our goals related to **Student Achievement and Readiness**, we will:*

Increase literacy across all grade levels

Increase mastery of standards in all content areas

Advance access and outcomes in college, career, and life readiness opportunities



*To further our goals related to **Organizational and Operational Effectiveness**, we will:*

Sustain a high-performing and efficient operational culture

Maintain fiscal responsibilities and accountability



*To further our goals related to **Culture, Climate and Community Engagement**, we will:*

Strengthen opportunities for everyone to feel safe, welcomed, valued, and supported

Increase positive communications and connections among students, employees, families, and the community

Advance student and employee health, wellness, and support



*To further our goals related to **High-Quality Employees**, we will:*

Recruit highly-qualified employees for all positions

Develop and support employees across all job families

Retain highly-qualified employees for all positions



*To further our goals related to **Safety**, we will:*

Enhance processes to ensure a safe and secure learning environment

Allocate and utilize resources to effectively maintain a safe and secure environment for all

Bright Futures begin in **HCS**



Preence
AT WE DO.

