

Our Mission ...
Ensuring Success for EACH Student

Our Vision ...
Building a Culture of Personalized Learning

Our Belief ...
All Learners will Excel in an Environment Centered on RIGOR, RELEVANCE, and RELATIONSHIPS

FOCUS AREA 1: STUDENT ACHIEVEMENT

Performance Goals and Key Indicators

Aligned to the GA College and Career Ready Performance Index (CCRPI)

Research-Based Strategies

Aligned to the GA School Performance Standards

Improvement Priorities

High Priority School Improvement Work of the District

GOAL: The district and schools will sustain student academic achievement and growth at the highest levels of proficiency.

HCS Score At or Above State

HCS Score Below State

2016 State Result	2016 HCS Result	2017 HCS Target
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		2016 State Result	2016 HCS Result	2017 HCS Target
Reading Comprehension GA Milestones Assessment - % of students reading at or above grade level	Grade 3	72.0	72.0	76.0
	Grade 5	68.0	71.0	76.8
	Grade 8	76.0	80.0	84.4
	HS American Literature	73.0	72.0	76.8
Written Expression GA Milestones Narrative Writing Response - % of students scoring at Developing Learner or above	Grade 5	58.0	56.0	70.4
	Grade 8	52.0	51.0	71.2
	HS American Literature	66.0	62.0	77.6
English/Language Arts GA Milestones Assessment - % of students scoring at Developing Learner or above	Grade 5	75.0	77.7	82.4
	Grade 8	79.9	83.6	85.3
	HS American Literature	76.4	74.8	81.6
Mathematics GA Milestones Assessment - % of students scoring at Developing Learner or above	Grade 5	74.1	71.8	79.2
	Grade 8	75.6	70.3	79.2
	HS Analytic Geometry	70.3	73.4	76.9
Science GA Milestones Assessment - % of students scoring at Developing Learner or above	Grade 5	70.3	67.0	79.2
	Grade 8	59.6	64.1	67.2
	HS Biology	68.0	64.0	67.2
Social Studies GA Milestones Assessment - % of students scoring at Developing Learner or above	Grade 5	74.6	74.6	80.0
	Grade 8	74.6	73.3	76.2
	HS Economics	72.5	73.3	75.5
Proficient/Distinguished Learners % of students assessments scoring at Proficient or Distinguished on GA Milestones	Elementary	37.7	32.7	44.8
	Middle	40.5	36.7	42.7
	High	40.8	34.6	45.2
College and Career Readiness Indicators of Post High School Readiness	Graduation Rate	79.2	85.3	87.7
	% Pathway Completers	79.4	74.1	78.5
	% College Coursework	48.8	45.1	51.5
	ACT	21.1	19.9	21.0
	SAT	1459	1371	1450

Curriculum:

A standards-based curriculum will be implemented and monitored to ensure alignment with the intended rigor of Georgia Standards of Excellence and the HCS Graduation Competencies.

Assessment:

A balanced system of assessment, including competency-based reporting practices, will be used to identify patterns of achievement for designing instruction and implementing instructional interventions, and for communicating student progress toward mastery of standards and competencies.

Instruction:

Classroom instruction will consistently incorporate research-based and personalized learning strategies that emphasize mastery of standards and competencies, and that empower students to actively monitor their own progress.

Support school design on the HCS tenets of personalized learning:

- Provide implementation support to cohorts 2015, 2016 and 2017.
- Provide design support to cohorts 2018 and 2019.
- Continue developing the learner profile platform and supporting the effective use of learner profiles.
- Continue developing and implementing competencies and reporting instruments.
- Continue training to foster authentic, real-world learning experiences.
- Continue efforts to advance 21st century skills – (communication/collaboration/creativity/critical thinking).
- Continue building capacity in all schools.

Implement effective and pervasive instructional and assessment practices aligned to Georgia Standards of Excellence and HCS Graduation Competencies:

- Provide instructional support tailored to individual school needs and improvement plans.
- Provide support for increasing the rigor of student work; advancing formative instructional practices; and building literacy skills across content areas.

Address improvement priorities identified by the 2016 AdvancED accreditation review team:

- Establish a system to ensure that curriculum, instruction, and assessment are monitored and adjusted in response to effective analysis of student learning data by staff.
- Revise and communicate a common grading and reporting system across the district that supports our vision for personalized learning.

Strengthen Tier 2 and Tier 3 supports in order to respond proactively and preventatively for K-8 students who struggle, and continue to implement the high school 23/4 initiative (23 credits in 4 years) to increase the graduation rate.

FOCUS AREA 2: CULTURE, CLIMATE AND COMMUNITY

Performance Goals and Key Indicators Aligned to the GA College and Career Ready Performance Index		Research-Based Strategies Aligned to the GA School Performance Standards			Improvement Priorities High Priority School Improvement Work of the District	
GOAL: The district and schools will maintain a positive, productive, safe and engaging learning community.		HCS Score At or Above State			School Culture: The school culture will foster positive and productive relationships, sustain a safe, orderly learning environment, and support the personal growth and the college/career readiness of students. Family/Community Engagement: Family and community stakeholders will experience clear, open and timely communication with the district and schools, and will be supported as active participants in efforts to enhance student achievement and success.	Support and monitor school initiatives to increase student attendance. Support systemic implementation of Positive Behavior Interventions and Supports (PBIS) and build capacity for managing and responding to bullying. Implement best practices for supporting a culturally diverse school community. Support research-based practices for social and emotional learning so as to equip students with the competencies needed to effectively and ethically resolve personal challenges, set and achieve positive goals, maintain positive relationships, and make responsible decisions. Develop and implement Comprehensive School Counseling Plans to meet the academic, college/ career, and social/emotional needs of students. Continue efforts to strengthen relationships and communication with internal and external stakeholders.
		HCS Score Below State				
		2016 State Result	2016 HCS Result	2017 HCS Target		
Student Attendance CCRPI - % of students missing fewer than 6 days of school	Elementary	57.2	55.6	60.1		
	Middle	58.1	59.5	62.1		
	High	51.7	48.6	53.7		
Student Discipline % of students in Disciplinary Hearings <i>State comparison data not available on this indicator</i>	Elementary	---	0.3	< 1%		
	Middle	---	2.3	< 2.5%		
	High	---	2.7	< 2.5%		
Climate Rating CCRPI – % of schools rated 3 Stars or above (scale of 1 - 5 Stars) <i>State comparison data not available on this indicator</i>	Elementary	---	Not Yet Available	100		
	Middle	---	Not Yet Available	100		
	High	---	Not Yet Available	100		

FOCUS AREA 3: QUALITY ASSURANCE

GOAL: The district and schools will maximize the impact of all available resources on student achievement and organizational effectiveness.		HCS Score At or Above State			Planning and Organization: Organizational plans, processes, and resources will consistently support school improvement efforts. Leadership: Leadership personnel will serve as lead learners who promote sustained and continuous improvement in student and staff performance. Professional Learning: Job-embedded professional learning will target high-priority district and school improvement goals and build the capacity of teachers, leaders and staff for achieving exemplary performance.	Support, monitor and evaluate each school's efforts to advance the process goals and performance goals outlined in their school improvement plan, including actions to address areas for improvement identified through the 2016 GA School Assessment on Performance Standards (GSAPS Analysis). Support a systemic framework of job-embedded professional learning to address priority needs of the district and schools: <ul style="list-style-type: none"> · Ensure effective use of dedicated time and resources for professional learning. · Enhance the Teacher Induction Program (TIP) and GOLD Academy to support the development of teachers and leaders. Implement a systemic vision and plan for 1:1 student access to digital devices for learning and for maximizing student and teacher effectiveness in the use of instructional technology resources. Implement and monitor flexibility and accountability provisions of the Strategic Waivers Contract.
		HCS Score Below State				
		2016 State Result	2016 HCS Result	2017 HCS Target		
Financial Stewardship <i>State comparison data not available on this indicator</i>	Operating Budget % Direct Instruction	---	68%	70%		
	HCS Bond Rating Standard and Poor's	---	AA	AA		
	Fund Balance % of Budget in Reserve	---	15%	12 - 15%		
	CCRPI Financial Efficiency Rating 1 – 5 Stars	---	4 Stars	4 Stars		
Organizational Effectiveness CCRPI – Overall Score	Elementary	71.7	67.6	70.1		
	Middle	71.5	70.8	73.3		
	High	75.7	74.5	77.0		
	District	73.6	71.1	73.6		

HCS Score At or Above State	2015		2016			2017			2018			2019			2020			2021		
HCS Score Below State	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS

Focus Area 1: Student Achievement

Reading Comprehension: % of students reading on or above grade level (GA Milestones)

Grade 3	69.0	70.0	73.0	72.0	72.0	76.0			79.0			82.0			85.0			88.0		
Grade 5	66.0	71.0	73.9	68.0	71.0	76.8			79.7			82.6			85.5			88.4		
Grade 8	71.0	74.0	76.6	76.0	80.0	79.2 84.4			81.8			84.4			87.0			89.6		
HS American Literature	70.0	71.0	73.9	73.0	72.0	76.8			79.7			82.6			85.5			88.4		

Written Expression: Narrative Writing Response - % of students scoring at Developing Learner or above

Grade 5	53.0	63.0	66.7	58.0	56.0	70.4			74.1			77.8			81.5			85.2		
Grade 8	64.0	64.0	67.6	52.0	51.0	71.2			74.8			78.4			82.0			85.6		
HS American Literature	74.0	72.0	74.8	66.0	62.0	77.6			80.4			83.2			86.0			88.8		

English Language Arts: % of students scoring at Developing Learner or above (GA Milestones)

Grade 5	73.0	78.0	80.2	75.0	77.7	82.4			84.6			86.8			89.0			91.2		
Grade 8	76.0	79.0	81.1	79.9	83.6	82.2 85.3			85.3			87.4			89.5			91.6		
HS American Literature	76.0	77.0	79.3	76.4	74.8	81.6			83.9			86.2			88.5			90.8		

Mathematics: % of students scoring at Developing Learner or above (GA Milestones)

Grade 5	74.0	74.0	76.6	74.1	71.8	79.2			81.8			84.4			87.0			89.6		
Grade 8	75.0	74.0	76.6	75.6	70.3	79.2			81.8			84.4			87.0			89.6		
HS Analytic Geometry	65.0	67.0	70.3	70.3	73.4	72.6 76.9			76.9			80.2			83.5			86.8		

Science: % of students scoring at Developing Learner or above (GA Milestones)

Grade 5	70.0	74.0	76.6	70.3	67.0	79.2			81.8			84.4			87.0			89.6		
Grade 8	62.0	59.0	63.1	59.6	64.1	67.2			71.3			75.4			79.5			83.6		
HS Biology	63.0	59.0	63.1	68.0	64.0	67.2			71.3			75.4			79.5			83.6		

Social Studies: % of students scoring at Developing Learner or above (GA Milestones)

Grades 5	75.0	75.0	77.5	74.6	74.6	80.0			82.5			85.0			87.5			90.0		
Grade 8	71.0	66.0	69.4	74.6	73.3	72.8 76.2			76.2			79.6			83.0			86.4		
HS Economics	69.0	65.0	68.5	72.5	73.3	72.0 75.5			75.5			79.0			82.5			86.0		

Proficient/Distinguished Learners: % of all student assessments scoring at Proficient or Distinguished (GA Milestones)

Elementary	37.3	34.8	39.8	37.7	32.7	44.8			49.8			54.8			59.8			64.8		
Middle	37.6	32.7	37.7	40.5	36.7	42.7			47.7			52.7			57.7			62.7		
High	36.9	30.8	38.0	40.8	34.6	45.2			52.4			59.6			66.8			74.0		

HCS Score At or Above State	2015		2016			2017			2018			2019			2020			2021		
HCS Score Below State	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS	Target	State	HCS
College & Career Readiness																				
Graduation Rate (4-year)	78.9	84.1	85.9	79.2	85.3	87.7			89.5			91.3			93.1			94.9		
Pathway Completers (% of graduates)	77.3	64.5	68.0	79.4	74.1	71.5 78.5			75.0			78.5			82.0			85.5		
College Coursework (% of graduates)	47.5	46.5	49.0	48.8	45.1	51.5			54.0			56.5			59.0			61.5		
ACT (composite score)	21	20.1	21.0	21.1	19.9	21.0			21.1			21.1			21.2			21.2		
SAT (math/verbal/writing)	1450	1382	1450	1459	1371	1450			1460			1460			1470			1470		
Focus Area 2: Culture, Climate and Community																				
Student Attendance: % of students missing fewer than 6 days of school																				
Elementary	56.0	57.1	58.6	57.2	55.6	60.1			61.6			63.1			64.6			66.1		
Middle	56.7	59.1	60.6	58.1	59.5	62.1			63.6			65.1			66.6			68.1		
High	52.0	50.7	52.2	51.7	48.6	53.7			55.2			56.7			58.2			59.7		
Student Discipline: % of students in disciplinary hearings Note: State comparison data not available on this indicator																				
Elementary	---	0.3	< 1%	---	0.3	< 1%	---		< 1%	---		< 1%	---		< 1%	---		< 1%	---	
Middle	---	2.1	< 2.5%	---	2.3	< 2.5%	---		< 2.5%	---		< 2.5%	---		< 2.5%	---		< 2.5%	---	
High	---	3.8	< 2.5%	---	2.7	< 2.5%	---		< 2.5%	---		< 2.5%	---		< 2.5%	---		< 2.5%	---	
Climate Rating: % of schools rated 3-stars or better (CCRPI scale of 1 – 5 stars) Note: State comparison data not available on this indicator																				
Elementary	---	93.0	100	---	Not yet available	100	---		100	---		100	---		100	---		100	---	
Middle	---	100	100	---	Not yet available	100	---		100	---		100	---		100	---		100	---	
High	---	80.0	100	---	Not yet available	100	---		100	---		100	---		100	---		100	---	
Focus Area 3: Quality Assurance																				
Financial Stewardship Note: State comparison data not available on this indicator																				
Operating Budget - % Direct Instruction	---	70.0	70.0	---	68.0	70.0	---		70.0	---		70.0	---		70.0	---		70	---	
HCS Bond Rating (Standard and Poor's)	---	AA	AA	---	AA	AA	---		AA	---		AA	---		AA	---		AA	---	
Fund Balance (% of budget in reserve)	---	13%	12-15%	---	15%	12-15%	---		12-15%	---		12-15%	---		12-15%	---		12-15%	---	
CCRPI Financial Rating (scale 1 – 5 stars)	---	4 Stars	4 Stars	---	4 Stars	4 Stars	---		4 Stars	---		4 Stars	---		4.5 Stars	---		4.5 Stars	---	
Organizational Effectiveness Note: The Strategic Waivers Contract uses 2016 CCRPI scores as the baseline for school accountability goals																				
Overall CCRPI Score: Elementary	76.0	75.3	---	71.7	67.6	70.1			72.6			75.1			77.6			80.1		
Overall CCRPI Score: Middle	71.2	66.4	---	71.5	70.8	73.3			75.8			78.3			80.8			83.3		
Overall CCRPI Score: High	75.8	73.4	---	75.7	74.5	77.0			79.5			82.0			84.5			87.0		
Overall CCRPI Score: District/State	75.5	72.9	---	73.6	71.1	73.6			76.1			78.6			81.1			83.6		

DEFINITION OF TERMS

WHO ARE WE?

Mission: A statement of the core purpose and commitment of the school district.

Vision: A statement of the long-term aspiration of the school district in support of its mission.

Beliefs: A statement of the district's core beliefs which are foundational to achieving its mission and vision.

WHERE ARE WE NOW? WHERE DO WE WANT TO GO?

Focus Areas: The strategic plan is organized around three core areas of work essential to district and school effectiveness - *Student Achievement; Culture, Climate and Community;* and, *Quality Assurance.*

Performance Goals and Key Indicators: Measures of performance used to evaluate the district's progress in achieving its mission, vision, and goals.

GA Milestones Assessments: Tests required by the State Board of Education for the purpose of measuring student achievement.

End-of-Grade (EOG) tests are administered to students in grades 3 – 8 in the following content areas:

- English/Language Arts
- Mathematics
- Science
- Social Studies

End-of-Course (EOC) tests are administered to high school students in the following courses:

- Ninth Grade Literature
- American Literature
- Coordinate Algebra
- Analytic Geometry
- Physical Science
- Biology
- U.S. History
- Economics

Tests in English/Language Arts and Literature also measure student achievement in *Reading Comprehension* and *Written Expression.*

Reading At or Above Grade Level: A GA Milestones Assessment System performance measure that reports the percent of students who are at or above grade level in reading and vocabulary development.

Levels of Proficiency: Student proficiency on the GA Milestones is evaluated and reported in four levels:

- *Beginning Learners* have not yet demonstrated proficiency;
- *Developing Learners* have demonstrated partial proficiency;
- *Proficient Learners* have demonstrated proficiency;
- *Distinguished Learners* have demonstrated advanced proficiency.

Achievement results are published in the GA College and Career Ready Performance Index as the "percent of students scoring at "Developing Learner or above."

2016 Results (Compared to the State):

HCS Score At or Above the State

HCS Score Below the State

2017 Targets: The district's goals on key performance indicators. Annual target levels should not be so low that they are easily attainable nor so high that they are unrealistic. The purpose of establishing targets is to foster continuous improvement.

Graduation Rate: The percentage of students graduating high school within a four-year period.

Pathway Completers: The percentage of graduates completing a series of courses in a career/technical pathway, an advanced academic pathway, a fine arts pathway, or a world language pathway.

College Coursework: The percentage of graduates who successfully completed one or more college-level courses through Advanced Placement (AP) or Move on When Ready (dual enrollment) programs.

ACT and SAT: Tests required by many colleges and universities as part of their admissions process. The highest possible score for the ACT is 36. The highest possible score for the SAT (reading + math) is 1600.

Student Attendance: Student attendance results are published in the GA College and Career Ready Performance Index as the percentage of students missing fewer than six days of school.

Operating Budget - % Direct Instruction: The percentage of the school district budget allocated for staffing and resources at the classroom level.

HCS Fund Balance: The percentage of the school district budget that is held in reserve as an emergency fund.

Overall CCRPI Score: A rating calculated by the GA Department of Education which considers the overall academic achievement of a school district. A 100 point rating scale is used, and district and school scores are reported on the GA College and Career Ready Performance Index.

HOW DO WE PLAN TO GET THERE?

Research-Based Strategies: The GA Department of Education's School Performance Standards (*School Keys*). These standards are considered to be best practices for fostering student and school success.

Improvement Priorities: The specific plans, programs, projects, and processes to be implemented in support of the system's mission, vision, and performance goals. Such initiatives represent the high priority school improvement work of the district.

Georgia Standards of Excellence: The learning standards established by the GA Dept. of Education.

HCS Graduation Competencies: The academic content and 21st Century skills students should master to be globally competitive and ready to pursue their college, career and life goals.

Personalized Learning: A commitment of Henry County Schools to tailor learning experiences according to the needs, interests, and aspirations of each student.

Learner Profile: A portfolio of student strengths, needs, interests, preferences, goals and achievements that is used by the student and teacher to personalize the student's learning experience.

AdvancED: The accrediting agency of the Southern Association of Colleges and Schools. Henry County Schools is accredited by AdvancED through 2021.

21st Century Skills: The four Cs - *Collaboration, Communication, Critical Thinking, and Creativity.* These are considered essential skills for student readiness to pursue college, career, and life goals.

Tier 1 and Tier 2 Support: A system of research-based strategies for monitoring and responding to the academic and behavioral needs of individual students.

Positive Behavior Interventions and Supports: An evidence-based, framework designed to reduce disciplinary incidents, increase a school's sense of safety, and support improved academic outcomes for students.

Social and Emotional Learning: Learning experiences designed to help students develop skills for managing and resolving personal challenges, maintaining positive relationships, and making responsible decisions.

Climate Rating: A rating calculated by the GA Department of Education which considers factors such as school safety, student discipline, a supportive learning environment, and student, parent, and employee survey results. A rating of 1-5 stars, with 5 stars being the highest rating, is reported on the GA College and Career Ready Performance Index for each public school.

Georgia School Assessment on Performance Standards (GSAPS Analysis): A process whereby an external review team evaluates a school's progress in meeting state standards (*School Keys*). The purpose of a GSAPS Analysis is to help schools and the district identify areas of strength and areas needing improvement.

Teacher Induction Program (TIP): A local program of support for novice teachers and teachers who are new to HCS, designed to ensure successful integration into the system and reduce turnover.

GOLD Academy: A local program of professional learning for leadership development.

Strategic Waivers Contract: A contract between the local and state boards of education that provides the school system with flexibility from certain state regulations in exchange for accountability in meeting certain performance goals.

PLANS AND REPORTS

District Strategic Plan: The stated mission, vision, beliefs, goals, strategies, and initiatives of Henry County Schools.

District Continuous Improvement Plan: An action plan for implementing the improvement priorities outlined in the District Strategic Plan.

Achieving Results for Children (ARC) Report: The district's annual report to the community on the performance of Henry County Schools.

Georgia College and Career Ready Performance Index (CCRPI): A comprehensive report card on all public school systems and schools, produced by the GA Department of Education.

Strategic Plan Progress Report: A report of the district's progress in achieving its goals and initiatives for continuous improvement.