

Henrico Schools ANNUAL REPORT

2017



2017 in review: Thank you, Henrico County

Henrico County Public Schools made major strides in 2017 in creating strong student supports, fostering academic growth and improving school facilities for the next generation of Henricoans. In each area, the division's progress relied on the strong support of Henrico County citizens.

Henrico County Public Schools in spotlight

From academic recognition to innovative programs, people took notice of Henrico County Public Schools' many achievements in 2016-17.



The National School Boards Association recognized HCPS for a sweeping overhaul of the school division's approach to student supports. HCPS was one of five large U.S. school systems recognized with a first-place honor in the 2017 Magna Awards. The award recognizes Henrico Schools efforts of the past several years, from re-examining its policies in remaking its

Code of Conduct to implementing more support systems.



Twenty-three Henrico County schools earned 2017 Virginia Index of Performance awards for advanced learning and achievement, presented by Gov. Terry McAuliffe and the Virginia Board of Education. HCPS was again tops in the Richmond

region with the most schools earning the distinction. Short Pump Middle School was one of only nine schools in the commonwealth to earn the highest designation.



U.S. News & World Report ranked four Henrico high schools among America's best. The magazine included Deep Run, Glen Allen, Mills Godwin and Douglas Freeman high schools in its annual "Best High Schools" report. Deep Run was the No. 11-ranked high school in Virginia. Glen Allen, Mills Godwin and Douglas Freeman were Nos. 16, 27 and 34, respectively. Henrico's total of four

ranked schools was the most in Central Virginia, and Deep Run was the highest ranked school in the region.



More than 1,400 HCPS students participated in competitions coordinated by Special Olympics Virginia. The three competitions – Little Feet Meet, Meet in the Middle and Big Feet Meet – span grade levels from K-12 and seek to give students with and without intellectual disabilities the opportunity to train together, to create friendships and to foster mutual respect.



Three athletic teams at HCPS high schools won Virginia state titles in 2016-17: Deep Run's boys' golf and cross country teams won state titles, and Highland Springs' football team repeated as state football champions.



Deep Run H.S. was awarded the 2016-17 Virginia High School League Wells Fargo Cup, the highest award given by the VHSL. The cup goes annually to the school in each classification achieving the best overall record in state-level competitions in 27 sports

– the "state champions state champion."



Highland Springs High School read the most books among Henrico County high schools to win the 2016-17 "Reading and Writing Across the Curriculum Challenge." Springers read a total of 12,941 books during the 2016-17 school year. The challenge is part of HCPS

intense concentration on literacy as one of its areas of focus. The contest is designed to increase reading and writing across the curriculum, in courses ranging from English and history to art and health. Students electronically logged the books they read.



The National Association of Counties recognized nine innovative HCPS programs with 2017 NACo Achievement Awards. Among the programs receiving awards were Career and Technical Education's unique partnership with the company filming the award-winning movie, "Loving." Also recognized were innovative programs in web development; digital citizenship; community health education; summer

preschool; refurbishing computers for the community; revamping lunch schedules to accommodate more tutoring and remedial education; involving students in renovating baseball facilities; and adopting a new digital learning platform.



Moody Middle School student Tejas Muthusamy made his final Scripps National Spelling Bee the best of his career. The four-time HCPS spelling champion finished tied for fifth nationally in the ESPN-televized contest, of the 291 regional champions. His final bee was the eighth-grader's third top-10 finish. He finished eighth in the nation in 2014 and seventh in 2015.



For the 18th year in a row, the National Association of Music Merchants named HCPS one of America's "Best Communities for Music Education" for its commitment to music instruction. HCPS has earned the designation each year of the awards' existence.

Message from the Superintendent

Dr. Patrick C. Kinlaw, Superintendent

I get this question a lot during the months of July and August: "What exactly do you do during the summer?" The answer can be complicated. There are so many moving parts to preparing schools for the return of faculties and students that an easier question might be, "What *don't* you do during the summer?" It's with that in mind that I wondered, why can't we make things more simple?

In early August, during our annual Leadership Academy that included more than 300 school leaders, we spent time studying "Lead Simply," a book by author Sam Parker of Richmond. It speaks to how all of us can boost our leadership impact regardless of a person's position in the organization. The approach is based on three key behaviors that should apply to all of us, whether you are a teacher, principal, central office staff member, support personnel or other HCPS employee.

These three leadership behaviors are:

- **Model** the behavior you want to see.
- **Connect** with the people you lead. Be present, visible, available and engaged with colleagues and your community.
- **Involve** them as much as possible. Students, staff, parents and the community want to have a voice and be a part of things.

Model, Connect, and Involve. That's it. Lead Simply.

On these pages you'll see concrete evidence of a school division that continues to earn national recognition. For example, we're proud to have earned a "first place" Magna Award from the National School Boards Association for our work to overhaul the Code of Student Conduct and create more student supports. In addition, more schools have earned full accreditation and others are making positive gains toward that goal.

In Henrico County we believe that all students have the right to achieve to their highest abilities. And as the adults, it's our re-



sponsibility to provide the support students need to get there. Our work is guided by four cornerstones: Student

Safety, Academic Progress, Closing Gaps and Relationships. Our community can expect to see schools continue their focus on several key areas including K-12 literacy, cultural competency and equity, family engagement, and closing gaps. We believe this focus will support our students as they strive for academic success.

Thank you for taking the time to review our school division's accomplishments during the 2016-17 school year. As always, it's an exciting time to be part of Henrico County Public Schools!

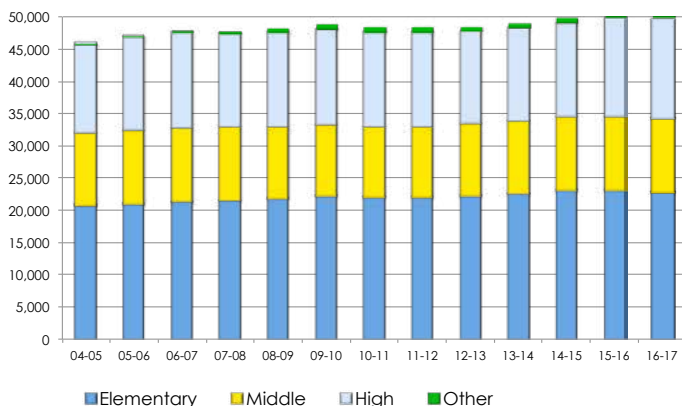
Warm regards,

Pat Kinlaw, Superintendent

YEAR AT A GLANCE

Enrollment data

| SY | Elementary | Middle | High | Other | Total |
|---------|------------|--------|--------|-------|--------|
| 2016-17 | 22,909 | 11,555 | 15,227 | 482 | 50,173 |
| 2015-16 | 23,166 | 11,413 | 15,042 | 605 | 50,226 |



Average pupil-to-teacher ratio 2016-17

Elementary 20.4 Middle 22.2 High 22.2

HCPS Specialty Center enrollments 2016-17

| Center | Enrollment |
|--|------------|
| Advance College Academy - Business | 120 |
| Advance College Academy - Social Sciences | 185 |
| Center for the Arts | 279 |
| Center for Communications and Media Relations | 125 |
| Center for Education and Human Development | 209 |
| Center for Engineering | 113 |
| Center for the Humanities | 146 |
| Center for Information Technology | 160 |
| International Baccalaureate Diploma Program | 519 |
| Center for Leadership, Government and Global Economics | 196 |
| Todd Allen Phillips Center for Medical Sciences | 181 |
| Center for Spanish Language and Global Citizenship | 81 |

Budget overview

General Fund Expenditures by Function

Fiscal year 2018 — \$469,907,245

| | | |
|------------------------------------|-------|---------|
| Instruction | 75.6% | \$355.2 |
| Administration/Attendance & Health | 3.6% | \$17.0 |
| Pupil Transportation | 5.4% | \$25.6 |
| Operations & Maintenance | 9.7% | \$45.8 |
| Technology | 5.6% | \$26.3 |



Revenue Sources

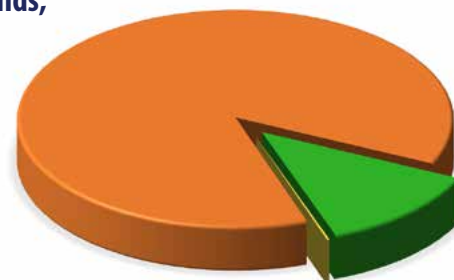
Fiscal year 2018 — \$577,193,207

General and Debt Service Funds, \$503.7 million

| | | | |
|---------|---------|-----------|-------|
| County | \$239.1 | Other | \$1.0 |
| State | \$254.2 | Meals Tax | \$9.0 |
| Federal | \$0.4 | | |

Special Revenue Funds, \$72.5 million

Trust and Agency Fund-CodeRVA, \$1 million



Community involvement key to progress in student supports, facilities, academic growth

2017 saw evidence of just how committed the citizens of Henrico County are to public education. From teaming with the school division to overhaul HCPS' approach to discipline and student supports, to continuing to support structural investments through the meals tax and bond referendum, Henrico County citizens are helping keep HCPS strong.

Academic Progress

Community support has also been essential as HCPS pursues full accreditation and academic growth for all its schools and students. **More Henrico schools made gains in core subject areas and the overall number of fully state-accredited Henrico County schools rose** to 54 in 2017-18, up from 48. Other schools can point to positive academic indicators such as improving SOL pass rates.

Student Supports

Community input played a major role in the sweeping overhaul of the school division's approach to student supports, recognized this year by the National School Boards Association. HCPS was one of five large U.S. school systems recognized with a **first-place honor in the 2017 Magna Awards**. The awards recognize school divisions and leaders "for taking bold and innovative steps to improve the lives of students and their communities."

The award recognizes Henrico Schools' recent efforts at re-examining its policies and implementing more support systems. After a two-year conversation with the community through public hearings and other feedback, **HCPS adopted a revised Code of Student Conduct** for the 2015-16 school year. The revised Code includes a range of intervention options.

The Code, however, is just one piece of a new approach to discipline across Henrico Schools – one that emphasizes student supports and interventions to better accomplish the division's educational goals.

In 2013, HCPS began to take a fresh look at disciplinary policies and practices. Suspension rates for African American students as a group were considerably higher than those of their white classmates. Several key points emerged: HCPS needed to ensure that discipline was being applied fairly and consistently across the division; HCPS also needed more proactive supports and interventions.

The new approach needed to encompass a shift from an older policy of zero tolerance to an approach allowing administrators more flexibility to take into consideration students' behavioral history and other circumstances. The unambiguous goal is to help students learn to meet the school division's behavioral expectations and keep students in school as much as possible.

While adding more behavioral supports

began immediately and continues, revamping the Code of Student Conduct required a measured, longer-term approach with greater stakeholder input.

The Code of Student Conduct is HCPS' guiding document for behavioral expectations. Students, parents and guardians sign the Code annually, signifying that they have read and understand it. **HCPS talked with the community about ways to improve the document.** HCPS held an input session in each of Henrico County's five magisterial districts, attended by various Board members and HCPS staff members. The Student Support and Disciplinary Review Office, along with the Department of Instructional Support, played central roles in creating the document's details. As public feedback emerged, the two teams worked to revise the document as directed by the Board.

The revised Code that emerged categorizes violations more thoroughly, and then prescribes a range of disciplinary or intervention options. Administrators still have flexibility, but wide-scale disparities in policy and practice are less likely. **The approach is designed to minimize cultural and implicit bias and offer more divisionwide consistency.**

The other big change to the Code is an emphasis on student supports and interventions. Previously the Disciplinary Review Hearing Office – which changed its name to the Student Support and Disciplinary Review Office in 2014 – functioned as a hearing office with a reactive approach to discipline.

The Henrico School Board was instrumental in guiding and supporting the new philosophy of student behavior. Board members attended public input sessions throughout the County to solicit stakeholder feedback. They then worked with HCPS staff members to continually revise the proposed Code as they processed community feedback. The Board worked to solicit recommendations for behavioral supports and interventions from staff members and find funding for those proposals.

The remaking of disciplinary policy and procedure has meant tangible commitments. **Among the initiatives the School Board has supported:**

- A pilot program brought a full-time psychologist and a social worker to the Campus of Virginia Randolph, providing more in-school counseling. A resulting 58 percent drop in out-of-school suspensions prompted an expansion to more schools.
- The Board added school-based staff members called family advocates to bridge gaps and build connections among families, schools and communities.
- The Student Support and Disciplinary Review Office grew from four to 19 employees to provide students with more proactive and preventative measures. The new staff



members include a preventative services specialist, seven behavior support facilitators, two behavioral support coordinators, a K-12 intervention specialist and a substance-abuse intervention coordinator.

- The division's Department of Exceptional Education instituted its BLISS program – Behavior Learning Interventions and Support Services – to help students with disabilities and behavior challenges. The program embeds crisis resource teachers and behavioral instructional assistants at schools, providing consistent hands-on expertise.

HCPS is seeing some encouraging signs when data is compared with the years before more supports began to be added. Between the 2009-10 and 2014-15 school years, out-of-school suspensions for African American students dropped 42 percent. A 2015 UCLA report cited HCPS as a national leader in reducing suspension rates. A Feb. 23, 2015 story in the Washington Post held up Henrico's success as a bright example for other large school divisions.

To keep the new approach front-and-center, HCPS' areas of emphasis have involved closing behavioral gaps and improving cultural competency and equity.

Bond Referendum: 85% voter support

In addition to playing a large role in overhauling student supports, **Henrico citizens continued to voice their support for renovating, improving and expanding school facilities.** Fifty-seven percent of Henrico schools are at least 50 years old. The meals tax that voters approved in 2013 helps renovate things like aging parking lots, bathrooms and gym floors. Since the vote, more than 140 projects have been completed at schools across the county. Of Henrico's 72 schools, 50 have seen at least one significant project completed. The value of all the improvements totals almost \$29 million.

Voters expressed their support for larger-scale school renovations and expansions by approving the November 2016 bond referendum. The bonds will fund renovations of J.R. Tucker High School, built in 1962, and Tuckahoe Middle School, which opened in 1959. Also slated for much-needed renovations are Adams, Chamberlayne, Crestview, Pemberton, Seven Pines and Skipwith elementary schools. The referendum will also fund an innovation center in the Varina District, a new Advanced Career Education center at Glen Allen High School, an eight-room classroom addition at Glen Allen Elementary School and a new elementary school in the Brookland District.

Pay increases part of Henrico County's investment in faculty and staff

Besides facilities, HCPS and Henrico County continue to invest in Henrico Schools' extraordinary staff. In July, eligible HCPS teachers and other staff members received a 2.5 percent pay increase. This comes after two pay increases for eligible staff members in academic year 2015-16. While the recession posed significant challenges, Henrico Schools' eligible staff members have received pay increases totaling approximately 10 percentage points since October 2015.

HCPS Policies and Regulations

A copy of the Policies and Regulations Manual of Henrico County Public Schools is available to students, employees and the public on the HCPS website, henricoschools.us. Any person unable to access the online policy may request a copy of a specific policy by contacting HCPS Records Management at 804-652-3828.

Henrico County School Board



Beverly L. Cocke, Chair *Brookland District*

I am proud to be a lifelong resident of the Brookland District, where we have much to celebrate during the 2017-18 school year. For me, I'd like to give a special shout-out to Holladay and Lakeside elementary schools, both of which regained full state accreditation this year! Congratulations! To the students, families, teachers and staff, it truly is a job well done. I'd also like to thank the Henrico community for the overwhelming support in favor of last fall's bond referendum. Numerous schools will benefit tremendously, including the forthcoming expansion of Glen Allen Elementary, a future elementary school in Brookland, and a future technical center to be built on the campus of Glen Allen High School. What a wonderful and exciting time to call Henrico County home!



Roscoe D. Cooper III, Vice Chair *Fairfield District*

It's my honor to represent the Fairfield District, where the hard work put in by our schools, students and families continues to show results. This year, both Adams and Longdale elementary schools earned back their full state accreditation! That's a remarkable achievement, and I'm grateful to be able to share in such wonderful news. In the 2017-18 school year, we've got to keep moving forward. You'll see us continue to focus on a strong K-12 literacy program, as well as a renewed effort to increase the level of parent and family engagement in our community. With your support, all students can achieve to the best of their abilities.



Michelle F. "Micky" Ogburn *Three Chopt District*

It continues to be my privilege to serve the residents of the Three Chopt District. I'm heartened by the national accolades earned by many of our schools, including Deep Run High School and Short Pump Middle School. I realize, though, that we have more work to do to make all HCPS schools fully accredited. During my many visits to our schools, I am always impressed by the work of our staff members and the partnership that we enjoy with our supportive parents. When we all work together, great things happen! I am excited to see the forthcoming countywide school renovations supported by you, the voters, in the most recent bond referendum. In the Three Chopt District, Tuckahoe Middle School and Tucker High School will be entirely rejuvenated by the time these renovations are complete. For that, I can't say "thank you" enough!



Lisa A. Marshall *Tuckahoe District*

I'm grateful to be part of the wonderful Tuckahoe District and to represent, for the third term, its citizens on the School Board. Congratulations to Godwin and Freeman high schools for the national recognition in U.S. News and World Report, and to the students, families, teachers and staff who work so diligently to make such honors possible! In the forthcoming years, I'm excited about the renovations to Crestview, Pemberton and Skipwith elementaries, and I'm thankful that our community enjoys such strong support.



John W. Montgomery Jr. *Varina District*

I'm delighted to continue representing the Varina, Sandston and Highland Springs communities on the School Board. Together, our efforts to support teaching and learning help ensure a brighter future for our students and community as a whole. I want to congratulate Donahoe and Sandston elementary schools for the outstanding accomplishment of earning back their full state accreditation. All of our schools showed great improvement in almost every area. It is also exciting to see the work begin at Seven Pines Elementary as it joins the list of schools that have experienced top-to-bottom renovations. These projects reflect the strong support of our community, for which I say thanks!



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