VISION STATEMENT Henrico County Public Schools believes in the right to achieve and the support to succeed for all.

MISSION STATEMENT Henrico County Public Schools, an innovative leader in educational excellence, will actively engage our students in diverse educational, social, and civic learning experiences that inspire and empower them to become contributing citizens.

STRATEGIC PLAN 2015-2018

STUDENT SAFETY

GOAL	IMPLEMENTATION	OUTCOMES/INDICATORS
Henrico County Public Schools will provide expectations and training for all students/staff (school community) contributing to a physically and emotionally safe, clean, and orderly environment.	• Out-of-school suspension data (semester) • Safety incident reports • Training logs • Stakeholder survey • Safety audit data • Silence Hurts data	• Above average or outstanding on all safety audits • Decrease in out-of-school suspensions • Stakeholder survey results from student and staff show decrease in bullying as an issue
Henrico County Public Schools will provide consistent positive behavior intervention and supports in PK-12 while ensuring the Code of Student Conduct is followed.	• Out-of-school suspension data (semester) • Behavior Support Team referral data • Staff development on discipline/Code of Student Conduct	
Henrico County Public Schools will foster open dialogue and safe communication channels for all stakeholders.	• Parent survey • Student survey	

ACADEMIC PROGRESS

Henrico County Public Schools will ensure that ALL students will achieve to their fullest potential.	• Professional development data	• Student stakeholder survey • On-time graduation rates • Students will show a score increase in NWEA Measures of Academic Progress, Standards of Learning tests, Phonological Awareness Literacy Screening, end-of-year testing. • Increase in the number of students enrolled in advanced courses (Advanced Placement, International Baccalaureate, Honors) • Increase in the number of students in dual-enrollment classes • Decrease dropout rates • Safety audit data pertaining to internet safety instruction
Henrico County Public Schools will utilize a uniform method of monitoring and encouraging student growth beyond standardized achievement tests.	• Student growth will be measured using the following instruments; Phonological Awareness Literacy Screening, NWEA Measures of Academic Progress, Secondary exams, nine-week grades, semester grades • Incentive program (pilot) • Correlate student achievement and participation in report to see if incentives are effective • Pass Advanced rates on Standards of Learning tests and NWEA Measures of Academic Progress growth target achievement increases for students identified as gifted	
Henrico County Public Schools will ensure supportive procedures for quality instruction across the division.	• Observation data • Instructional planning practices • Scheduling non-negotiables • Professional development data • Intervention program data (AimsWeb)	
Henrico County Public Schools will establish and monitor programs that focus on successful progression between grade levels.	• Two specific staff development days on how grade levels build upon each other will be provided	
Henrico County Public Schools will provide opportunities for students to develop life skills that will ensure individual success in a 21st century global society.	• Alternative assessment pilot plan and feedback documentation • Instructional technology plan documentation • Henrico/Student 21 lessons • Instructional Technology Coaching Plans	

CLOSING GAPS

Henrico County Public Schools will provide staff development and resources to focus on literacy intervention and mathematics proficiency at all grade levels.	• Math and literacy training logs • Research-based literacy intervention matrix • Teachers K-12 and interventionist will participate in a minimum of five content-based staff development hours per year • Program progress reporting to monitor	• Graduation rates (gap data) • Standards of Learning gap data • Discipline gap data; i.e. minority, students with disabilities, socio-economic status • Third-grade reading report by gap group • Increase Advanced Placement participation by gap group • Data on staff retention/attrition
Henrico County Public Schools will publish and analyze data at the division and school level to respond to barriers preventing students from meeting their academic potential.	• Student surveys to identify barriers • School Improvement Plan and progress updates each quarter based on data analysis	
Henrico County Public Schools will set policies and procedures to attract and retain a staff with proficiency in recognizing and overcoming barriers to student achievement.	• Stakeholder satisfaction survey • Written policy and procedures • Documentation of recruitment and incentive plans • Exit interview data	

RELATIONSHIPS

Henrico County Public Schools will foster positive student/teacher/parent relationships through established programs with monitored expectations.	• Documentation of mentoring program participation • Parent, staff, and student survey results will indicate greater than 85% satisfaction on each element • Family Advocate data	• Stakeholder surveys (focusing on improvement) • Decrease out-of-school suspensions • Decrease truancy • Increase family and community engagement as measured by increased participation in our schools • Increase community service hours and number of community service opportunities
Henrico County Public Schools will practice civic responsibility and good stewardship of resources in our community.	• Community service hour tracking • Fiscal responsibility audits	
Henrico County Public Schools will create community-friendly schools in which families, students, and employees feel valued, respected, and acknowledged.	• Background check data • Stakeholders surveys • Parent Teacher Association participation • Documentation of family engagement events (Family Advocate Schools) • Documentation of parent communication • Safety audit data • Professional development data	
Henrico County Public Schools will build cultural understanding and appreciation among staff through focused staff development.	• Stakeholder surveys • Staff development documentation (training log)	

HCPS
HENRICO COUNTY PUBLIC SCHOOLS
The right to achieve.
The support to succeed.