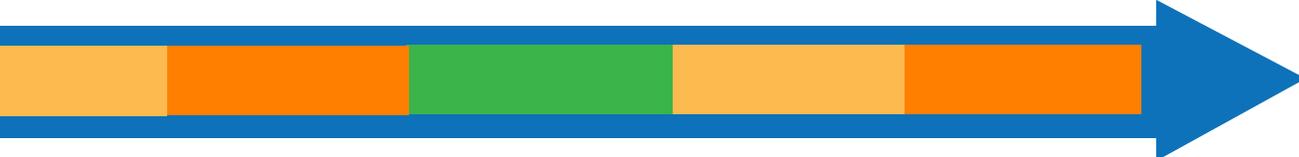




# Destination 2025: The Plan for HCPS



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**DRAFT**



# 2018-2025 Henrico County Public Schools Strategic Plan

## Strategic Plan Development Process Overview

Throughout the 2017-18 school year, stakeholders of Henrico County Public Schools, including students, families, staff and community members, engaged in a process to develop a strategic plan for the school division to be implemented from 2018 to 2025. There were various opportunities for community participation, including:

- Focus Groups – Stakeholder focus groups were conducted to gather input from all departments/schools. (October 2017)
- Community Input Events – All stakeholders were invited to attend and participate in discussions, featuring invited guest speakers, around the division’s four cornerstones. (November-December 2017)
- Steering Committee – A 22-member committee, including representation of students, families, staff, community members, and School Board members across magisterial districts, reviewed school division data and input received from broader stakeholder groups to determine areas of need and to draft the strategic plan. (February 2018-April 2018)
- Work Groups – More than 300 stakeholders volunteered to serve on small committees facilitated by HCPS staff with expertise in specific goal areas to draft action plans. (March 2018)
- Online Public Comments – Two online opportunities were provided during the process, including a survey to collect input on areas of need for the division and a survey to collect feedback on a draft version of the plan. (October 2017-May 2018)
- Public Hearing – All stakeholders were invited to provide input on a draft version of the plan prior to approval. (May 2018)

Annually, the Steering Committee reconvenes to review progress toward the goals, and propose revisions for School Board consideration.

## Key Terms

### Cornerstone

A critical foundation on which HCPS’ long-range planning is based.

- **Safety and Wellness** - Building an equitable and inclusive school climate that provides for the social, emotional, cultural and physical wellness of all stakeholders.
- **Academic Growth** - Growth that occurs from the cumulative impact of exposure to core curricula, electives and life-skill development opportunities, and that prepares students to reach their potential.
- **Equity and Opportunity** - Collective effort of all stakeholders to reduce disparities among students from varying demographics and backgrounds through engaging, meaningful and relevant experiences.
- **Relationships** - Building authentic, trusting connections that encourage collaboration and engagement among students, families, staff and communities.

## Strategic Goals

Broad, intentional statements of what HCPS is committed to achieve. Our division will have goals that drive continuous, measurable improvement. Strategic goals define HCPS' direction and purpose.

## Equity Focus

The lens through which HCPS will deliberately foster:

- **Equity** - Providing all students what they need to succeed in the classroom and beyond. This includes students from historically marginalized and fiscally under-resourced communities; students in special education programs, English-language learners and other students with diverse educational needs.
- **Fairness** - Ensuring that personal and social circumstances do not prevent students from achieving their academic potential.
- **Diversity - Inclusivity** - Recognizing that students need cultural knowledge about themselves and others. Students need to see themselves reflected in their learning environment, as well as appreciate someone else's worldview.
- **Opportunity** - Creating opportunities for students to see the world from multiple perspectives, which strengthens society by ensuring a cohesion of society's fundamental values.

## Objectives

Specific outcomes describing the student experience as the strategic goals are achieved.

## Implementation Drivers

Short-term, focused action steps to achieve the strategic, longer-term goals. They are concerned with practical, logical and measurable efforts of multiple stakeholder groups.

## Target Completion Year

Planned timeframe for completion of implementation drivers.

## Key Performance Metrics

Practical and reliable tools that measure progress made, relative to the strategic goals. HCPS tries to balance traditional and innovative metrics to inform progress within this strategic plan.

# Academic Excellence

## Cornerstone Alignment:

Safety and Wellness

**Academic Growth**

**Equity and Opportunity**

**Relationships**

## Overview of the Goal:

To prepare students to be ready for life and have the knowledge, skills, experiences, and attributes to be successful in a rapidly changing world, Henrico County Public Schools will redesign its curricular, instructional and assessment support around a research-based, common-learning model to go beyond Standards of Learning requirements. The model will provide all learners with personalized pathways through four Deeper Learning pillars, where learning is: anytime and anywhere; authentic and connected; student-owned; and community-supported.

**Strategic Goal:** Henrico County Public Schools will achieve academic excellence by transforming teaching and learning to provide engaging learner-centered experiences for all students.

**Equity Focus:** Equity, Opportunity and Fairness

Objective	Implementation Driver	Target Completion Year	Key Performance Metrics
Students will have LifeReady experiences during their educational careers that lead to college and career readiness.	Transform the curriculum for pre-K through grade 12 to ensure alignment to the Henrico Learner Profile and Deeper Learning model using the lens of the Culturally Responsive Education model.	2021	<ul style="list-style-type: none"> <li>• School State Accreditation</li> <li>• Student Attendance/Chronic Absenteeism (Equity Index)</li> <li>• Advanced Course Enrollment (Equity Index)</li> <li>• Gifted Identification (Equity Index)</li> <li>• On-Time Graduation Rate (Equity Index)</li> <li>• Dropout Rate (Equity Index)</li> <li>• Career and Technical Education Credentialing/ Certifications (Equity Index)</li> <li>• Language Arts/Math Metrics as outlined in the Literacy and Numeracy Plans</li> </ul>
	Develop and maintain a teaching and learning framework based on the Henrico Learner Profile and Deeper Learning model, using the lens of the Culturally Responsive Education model to articulate the instructional design and delivery expectations for all classrooms (teachers/students).	2021	
	Design and deliver professional learning relevant to the teaching and learning framework.	2021	
	Provide instructional leadership and feedback to support teachers as they implement the instructional framework.	2021	
	Develop and implement a balanced assessment system with an emphasis on performance-based assessments and student-driven portfolios.	2023	

	Support schools with developing and implementing school improvement plans to address accreditation and other goals through deep understanding of school data and by choosing approved best practices for instruction and progress monitoring.	2021	
	Develop an annual Instructional Technology plan to support learner-centered instruction in order to ensure that students can use a variety of technologies in a responsible manner, and develop the information literacy of all learners.	2021	
Students will have literacy and numeracy skills for academics and life.	Develop, implement, and maintain a comprehensive literacy plan, which addresses opportunity and achievement gaps among student subgroups.	2022	
	Develop, implement and maintain a comprehensive numeracy plan, which addresses opportunity and achievement gaps among student subgroups.	2022	
Students will have opportunities to engage in rigorous learning experiences.	Engage in the evaluation of the HCPS gifted identification process and implement audit recommendations to increase diversity in gifted programming.	2021	
	Develop and implement a comprehensive plan to increase the enrollment of historically marginalized students in gifted, advanced course and academically oriented enrichment programming, and provide the necessary support for them to succeed.	2022	
	Develop HCPS Academic and Career Planning Essentials, which include clear, divisionwide learning objectives and multiple pathways toward college and career readiness.	2022	

# Inclusive, Safe and Supportive Climate

## Cornerstone Alignment:

Safety and Wellness

Academic Growth

Equity and Opportunity

Relationships

## Overview of the Goal:

It is imperative that Henrico County Public Schools foster an inclusive environment that honors all individuals, regardless of individual differences such as language, varying abilities, learning style, race, ethnicity, culture, gender, sexual identity, and religious or other affiliations. Planning and instruction, interventions and interactions should reflect an understanding of these variables and provide resources for all individuals' emotional safety and wellness.

**Strategic Goal:** Henrico County Public Schools will foster an inclusive, safe and supportive climate for all stakeholders.

**Equity Focus:** Diversity - Inclusivity and Fairness

Objective	Implementation Driver	Target Completion Year	Key Performance Metrics
Students will have their social and emotional needs met.	Implement positive behavior interventions and supports in all schools as evidenced by formal implementation of Virginia Tiered System of Supports or a schoolwide behavior plan.	2024	<ul style="list-style-type: none"> <li>• Out-of-School Suspensions (Equity Index)</li> <li>• In-School Suspensions (Equity Index)</li> <li>• HCPS Survey Results</li> <li>• Student Attendance/Chronic Absenteeism (Equity Index)</li> <li>• Threat Assessments</li> </ul>
	Evaluate and refine the process for students accessing behavioral support programming within and outside the division, including the entry criteria, behavioral goals, interventions, exit criteria and transition plans.	2024	
	Evaluate behavioral interventions and special education behavioral programming to assess their effectiveness at meeting established programmatic goals.	2023	
	Develop a sustainable plan to provide ongoing training and resources in trauma-informed care, conflict management and relationship restoration.	2023	

	Develop and implement a multiyear professional development plan that supports staff members by strengthening their ability to provide culturally responsive social-emotional learning services to students.	2023	
	Establish a plan that outlines roles and responsibilities to ensure the school community (students, parents, teachers, school leadership, community members, school resource officers, school security officers and deans of students) collectively meets the social and emotional needs of students.	2023	
Students will be a part of the school community.	Promote student participation through student language navigators to help with language acquisition support in middle and high schools.	2025	
	Increase programs that promote student participation through peer buddies to support students that have been historically marginalized within their school environment.	2023	

# Recruit, Retain and Reward Educators

## Cornerstone Alignment:

Safety and Wellness

**Academic Growth**

**Equity and Opportunity**

**Relationships**

## Overview of the Goal:

Given the critical teacher shortage, especially in hard to staff areas, it is essential to the continued success of our students that Henrico County Public Schools recruit, retain and reward dedicated educators who nurture the whole child.

<b>Strategic Goal:</b> Henrico County Public Schools will recruit, retain and reward educators who nurture the whole child.			
<b>Equity Focus:</b> Diversity - Inclusivity			
Objective	Implementation Driver	Target Completion Year	Key Performance Metrics
Students will be educated by a high-quality and diverse workforce that supports continuous growth.	Develop and implement a plan to actively recruit and retain a diverse workforce, including bilingual staff.	2023	<ul style="list-style-type: none"> <li>• Teacher and Student Demographic Comparison</li> <li>• Teacher Retention</li> <li>• HCPS Surveys</li> </ul>
	Develop a comprehensive approach to staff retention that includes personalized/differentiated pathways for professional development and microcredentialing, as well as supporting development and career goals through the teacher professional growth plan.	2021	
	Include diverse groups of educators in division and school decision-making processes.	2023	
	Implement a leadership tracking system to support the development and hiring of school administrators.	2024	
	Explore the feasibility of reducing student-to-staff ratios.	2024	

# Cultivate and Maintain Collaborative Partnerships

## Cornerstone Alignment:

Safety and Wellness

**Academic Growth**

**Equity and Opportunity**

**Relationships**

## Overview of the Goal:

Henrico County Public Schools seeks to create learning environments that develop the whole child and promote growth in alignment with the Henrico Learner Profile and Deeper Learning model. When students have authentic learning opportunities, they are engaging in career exploration and developing an understanding of the skills needed in the global workplace.

Collaborative partnerships, including family involvement, are an important 21st-Century tool for every school. These partnerships provide equitable access to resources for all students. The school division will seek to create equal opportunity and equal access to these real-world learning experiences for all of its students. These partnerships will also enhance academic skills that include creative, innovative and critical thinking, as well as enhance the ability to problem-solve, communicate and collaborate while improving research and literacy skills. Available community resources will connect learners with content that integrates subject areas and interests. The partnerships should enhance the student experience, while increasing student involvement in the community.

**Strategic Goal:** Henrico County Public Schools will cultivate and maintain meaningful, collaborative partnerships to enrich the student experience and provide relevant learning opportunities.

**Equity Focus:** Opportunity

Objective	Implementation Driver	Target Completion Year	Key Performance Metrics
Students will be supported through family-school partnerships.	Develop and implement a plan for parent and family involvement to include building successful school and parent partnerships. The plan will be developed with staff and community involvement and will account for the unique needs of HCPS families (e.g. economic, language, social, learning and physical needs).	2022	<ul style="list-style-type: none"> <li>HCPS Survey Results</li> <li>Community Partnership Activities</li> </ul>

Students will be supported by community-school partnerships.	Create and maintain a database of community partners to chart existing partners and available programs, as well as the recruitment of new partners.	2022	
	Develop an exposure plan for all students to explore diverse career options using community resources, including but not limited to field trips, internships and virtual opportunities.	2021	
	Explore the implementation of the full-service community school model, which is an instructional philosophy that seeks to serve the whole child inside and outside the classroom setting.	2020	
	Explore how community partners can provide relevant onsite and offsite learning experiences to students through outreach opportunities and resources to enhance authentic learning opportunities within schools.	2022	
	Evaluate the outcomes of regional programs and services to ensure that they align with HCPS division goals and that they are able to meet the diverse needs of HCPS students. Such programs include CodeRVA, Maggie L. Walker Governor’s School, etc.).	2022	

# Strength in Diversity

## Cornerstone Alignment:

Safety and Wellness

Academic Growth

Equity and Opportunity

Relationships

### Overview of the Goal:

With the growing social and demographic changes in Henrico County, it is necessary to plan and prepare all county students, families and community stakeholders to be able to productively engage and collaborate to foster access and equity for all. Henrico County Public Schools will educate and embrace the individual's contributions, creating a culturally responsive community.

<b>Strategic Goal:</b> Henrico County Public Schools will leverage its strength of diversity and lead dialogue to ensure equity and access for all.			
<b>Equity Focus:</b> Diversity - Inclusivity			
Objective	Implementation Driver	Target Completion Year	Key Performance Metrics
Students will develop cultural knowledge and appreciation of themselves and others.	Support staff in using established common language about equity and diversity to empower community stakeholders to find their voices in the effort by providing ongoing education.	2021	<ul style="list-style-type: none"> <li>• HCPS Survey Results</li> <li>• Out-of-School Suspension (Equity Index)</li> <li>• In-School Suspension (Equity Index)</li> <li>• Advanced Course Enrollment (Equity Index)</li> <li>• Gifted Identification (Equity Index)</li> <li>• On-Time Graduation Rate (Equity Index)</li> <li>• Dropout Rate (Equity Index)</li> <li>• Student Attendance/Chronic Absenteeism (Equity Index)</li> </ul>
	Create opportunities to celebrate and recognize those engaged in the ongoing process of equity and diversity (inclusivity) work.	2021	
Students will be empowered to advocate for themselves and others.	Engage in ongoing discourse of division- and school-level policies and protocols with stakeholders, to ensure the disruption of systems that perpetuate inequities.	2020	
	Establish and provide ongoing support of Elementary Coalition and Secondary Equity Teams. These teams will be the driving force at the school level toward inclusion and equity for all students.	2020	
	Develop and implement an equity leadership framework for a student voice program (such as high school equity ambassadors) that elevates student voices about equity issues.	2020	

# Equitable and Secure Environment

## Cornerstone Alignment:

Safety and Wellness

Academic Growth

**Equity and Opportunity**

Relationships

## Overview of the Goal:

The Henrico County Public Schools community ensures that all schools are secure by following protocols and reporting observations of concern regarding school facilities and visitors. The community includes students, teachers, staff, parents and citizens. When everyone understands that they share responsibility for fostering secure physical learning environments, community pride will ensue.

**Strategic Goal:** Henrico County Public Schools will provide equitable and secure physical learning environments that inspire community pride.

**Equity Focus:** Equity

Objective	Implementation Driver	Target Completion Year	Key Performance Metrics
Students will feel safe in schools that are conducive to learning.	Provide expectations and training for all students/staff (school community), contributing to a physically and emotionally safe, clean and orderly environment.	2021	<ul style="list-style-type: none"> <li>• HCPS Survey Results</li> <li>• School Safety Audits</li> </ul>
	Implement a plan for projecting and managing enrollment changes.	2021	
	Develop a long-range plan for the Henrico County meals tax revenue to ensure that buildings are safe and conducive to learning.	2021	
	Engage with a third-party expert to examine facilities and determine a course for either replacement or renovation, and communicate to the public a plan for ensuring equitable capital improvement planning for facilities across the county.	2022	

## Forecast of Enrollment Changes

### Sept. 30 Membership Forecasts

### Henrico County Public Schools

<b>Reporting Date</b>	<b>Fiscal Year</b>	<b>Forecasts as of January 2019</b>	<b>Annual Growth</b>
<b>9/30/2021</b>	21-22	50,516	1,534
<b>9/30/2022</b>	22-23	50,503	-13
<b>9/30/2023</b>	23-24	50,473	-30
<b>9/30/2024</b>	24-25	50,285	-188
<b>9/30/2025</b>	25-26	50,152	-133
<b>9/30/2026</b>	26-27	50,164	-88