

Heatly On The Rise

Strategic Plan

2024-2027



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Dear Heatly School Community,

I’m proud to present to you Green Island Union Free School District’s Strategic Plan, which will guide the district’s work over the next four years. The plan supports and promotes the district’s mission of optimizing the engagement of all school community members to help students reach their maximum potential. It utilizes data and research-based practices to work toward achieving the district goals, and identifies areas of improvement to meet students’ needs.

Through a collaborative and transparent process, Green Island UFSD staff generated a diverse portfolio of priorities, tactics and solutions to enhance the Heatly experience for all. From instructional goals to community partnerships, each aspect of the strategic plan focuses on continuous improvement and growth, so every student will feel empowered to succeed.

The plan details our three district goals in the following areas: academics, community and human and fiscal resources. The key priorities and strategies for accomplishing each goal are outlined, as well as various data benchmarks to measure progress. Furthermore, the plan will produce a shared understanding amongst faculty and staff of the time and resources needed to meet the district’s objectives, and how they are aligned to reach the goals.

Moving forward, it’s important to note that this will be a living document and subject to change; implementation of the plan will be vitally important to how we prepare our students for their futures, the citizens they become and development of our school community overall. The strategic plan will serve as a roadmap to ensure we stay on track and provide the most robust learning experience possible.

I want to thank the faculty and staff who provided their time, expertise and knowledge to create a comprehensive and attainable plan tailored to our success. Their hard work is invaluable and demonstrates a commitment to Heatly students.

We’re excited to begin this new chapter as we rise together to make Green Island UFSD an exceptional place to learn.

Sincerely,
 Dr. Dan Kalbfliesh,
 Acting Superintendent



From instructional goals to community partnerships, each aspect of the strategic plan focuses on continuous improvement and growth, so every student will feel empowered to succeed.

— DR. DAN KALBFLIESH,
ACTING SUPERINTENDENT

Mission (Why)

Heatly will continue to rise by optimizing the engagement of all school community members to help students meet their maximum potential.

Vision (How)

Heatly will continue to rise by utilizing data to inform practices to increase academic, behavioral and social engagement.

Goals (What)

1. Academic

All programs will be research based, inclusive, culturally responsive, challenging and relevant.

2. Community

Strengthen partnerships to ensure all members have access to school and community resources.

3. Human & Fiscal Resources

In an effort to sustain and maintain Heatly identity, develop programs and services that are effective and efficient with human and fiscal resources.

Our Process

In embarking on a transformative journey for our public school, we initiated a strategic planning process marked by inclusivity, thoughtfulness, and deliberate consideration.

Recognizing the diverse stakeholders within our educational community, we set out to create a blueprint that reflects the collective aspirations and values of students, parents, educators, administrators, and the broader community. Our approach prioritized open dialogue and engagement, ensuring that every voice, perspective, and unique insight contributed to the shaping of our strategic vision. With a commitment to equity and diversity, we cultivated an environment where all participants felt heard, valued, and integral to the process.

Thoughtfulness guided our analysis of educational trends, community needs, and emerging challenges, fostering a comprehensive understanding of our context. Deliberation characterized every step, as we meticulously crafted goals, objectives, and actionable plans that align with our shared vision. This inclusive, thoughtful, and deliberate strategic planning process is not merely a document but a living testament to our collective dedication to fostering excellence, equity, and innovation in our public school.

Our data and focus groups' feedback revealed that teachers need support in their professional learning, and resources to design and implement proven lessons that support individual student needs. Professional learning support begins with building teacher awareness of existing resources to design and implement meaningful and relevant delivery of curriculum and instruction. Based upon our follow-up efforts, curriculum mapping, instructional coaching, and professional feedback will remain primary sources for exposing teachers to research-based approaches and practices to increase student academic success.

Several key findings from our data and focus group feedback noted that embedding student voices in academic decisions would increase engagement. Our stakeholders reported that clear and concise communications and celebrating the success of groups and individuals were essential to establishing an environment in which students were successful.



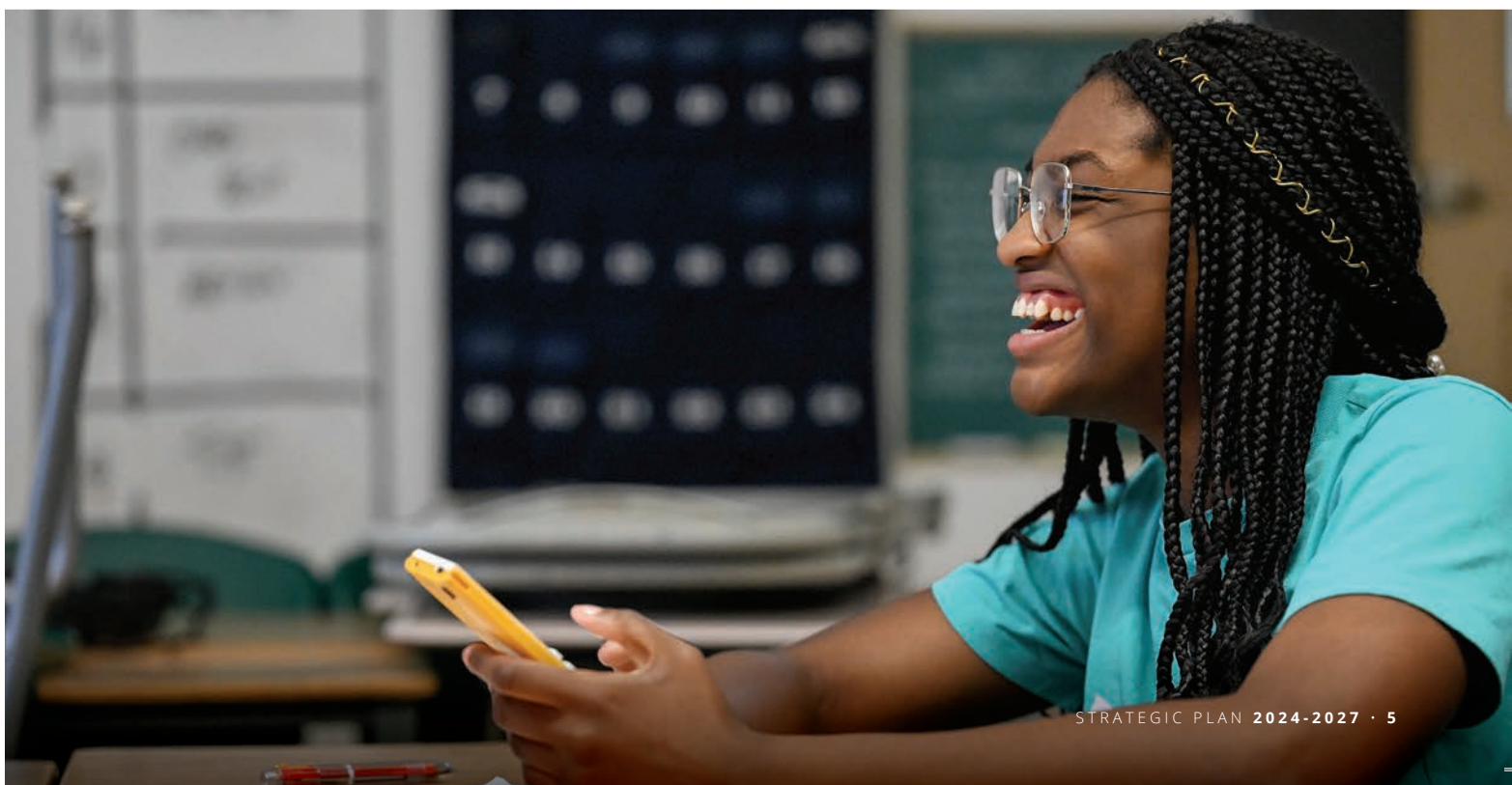
We would like to thank our participants for their time and valued contributions.

Mariely Alicea
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Tara Canniff
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Sandra Sheeley
Aimee Smi
Melissa Smith
Christine Springer
Jenny Starr
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Laurie VanValkenburgh
Nikki Wagner
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Rich Weaver



Defining Success



To effectively implement the 5 Strands of a Visible Learning School by June 2027. To create a sustainable model by capacity building of all school personnel through an embedded professional learning community focused on best practices and continuous improvement.

1. The Visible Learner
2. Know thy Impact
3. Visible Teaching and Leading
4. Effective Feedback
5. The Visible Learning School



These are the areas which we have decided to focus our collective efforts:

1. Teaching and Learning
 - a. Learning Dispositions
 - b. Teacher Clarity: What, Why, How
2. Creating the most desirable place to work and learn
 - a. Professionalism
 - b. Trust
 - c. Communication
 - d. Feedback



What Knowledge and Skills do These Groups Need for Teaching and Learning?



STUDENTS

An understanding of:

- What an effective learner is. *LEARNING DISPOSITIONS*
- Learning outcomes and success criteria (I-can statements). *WHAT, WHY, HOW*



TEACHERS

An understanding of:

- What an effective learner is. *LEARNING DISPOSITIONS*
- Strategies to promote effective learners within their lessons and learning experiences.
- Consistent use of learning outcomes and their success criteria. *WHAT, WHY, HOW*



SCHOOL LEADERS

An understanding of:

- All the items listed for teachers.
- Effective walkthrough and observation techniques with specific feedback about teachers' use of learning intentions and success criteria, and embedding Learning Dispositions into instruction.







FAMILIES/ COMMUNITIES

An understanding of:

- What an effective learner is. *LEARNING DISPOSITIONS*
- Learning outcomes and success criteria, and ways to talk to their child about these. *WHAT, WHY, HOW*

How Will We Get There?

Given our identified areas of focus and the knowledge and skills we identified in the previous table, **identify the practices that need to become *ROUTINE*** for students, teachers, school leaders, and families/communities in the table below.

 <p>STUDENTS</p>	<p>The effective use of:</p> <ul style="list-style-type: none"> • Learning intentions and success criteria — students can articulate how their work measures up against these, where they are currently in their use of these, and where to aim next. • Heatly learning dispositions — they can identify how and when they are using them. • Goal action planning in all subject areas.
 <p>TEACHERS</p>	<p>The effective implementation of:</p> <ul style="list-style-type: none"> • Consistent definition of a learner profile (Effective Learner) across grade levels (school-wide definition). • Use of effect sizes and reflection on the effect sizes. This will be done by the gradual release of responsibility. • Learning intentions and success criteria through self and observational assessment — teachers can explain these to students. • The effective learner profile through instruction, feedback, classroom displays (rubrics), classroom talk, student assessment, and lesson planning.
 <p>SCHOOL LEADERS</p>	<p>The effective implementation of:</p> <ul style="list-style-type: none"> • Walkthroughs and observations with specific feedback about teachers' use of visible learner characteristics, learning intentions, and success criteria. • Learning intentions and success criteria through the development of clear standards of performance.
 <p>FAMILIES/ COMMUNITIES</p>	<p>The effective implementation of:</p> <ul style="list-style-type: none"> • What students are learning in school rather than doing in school.

1

GOAL 1

Academics

SMART-ER Targets

- Unpack content area grade level Next Gen Standards and identify Next Gen Priority Standards.
- Design, implement and monitor horizontal curriculum maps aligned with Next Gen Standards grades K-12.
- Create learning targets, learning progressions and success criteria that are based on the skills and concepts
 - Develop student's assessment-capability by orally and visually providing the What, Why, How for each lesson.
 - Include appropriate learner dispositions into regular instruction and provide student's feedback on their application of them.
- Create formative and summative assessments aligned with Next Gen Standards (skills and concepts) that will evaluate student's success.
- Select resources that best support the Next Gen Priority Standard instruction.
- Train and support Instructional Staff in selected resources.
- Develop and foster a highly effective PLC+ model.
- Implement and progress monitor evidence based instructional practices based on data dialogues for Tier I, Tier II, and Tier III instruction.



GOAL 2

Community

2

SMART-ER Targets

- Co-construct success criteria for Professionalism, Trust, Communication, and Feedback.
- Create a culture of feedback that is responsive to moving our work forward.
- Structure a frequency of personal contacts between the classroom teacher and parents.
- Host community events that engage parents in our school program as well as opportunities for personal growth.
- Design an informative and engaging communications protocol that provides clarity and transparency.
- Create a structure for timely and frequent feedback on our performance indicators.
- Create positive and focused community partnerships to enhance programming and services for school community members.



3

GOAL 3

Human & Fiscal Resources

SMART-ER Targets

- Annually create and communicate the budgeted priorities of investment to support the successful implementation of this plan.
- Design and present program and staffing models to meet the current and future needs of the students we serve.
- Create fiscally responsible budgets which support the attainment of our goals and SMART-ER Targets in pursuit of our school's aspiration, while meeting our mission and vision.



MISSION STATEMENT

Heatly will continue to rise by optimizing the engagement of all school community members to help students meet their maximum potential.



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