

Strategic Plan Update

SSFUSD Board Meeting
February 15, 2024

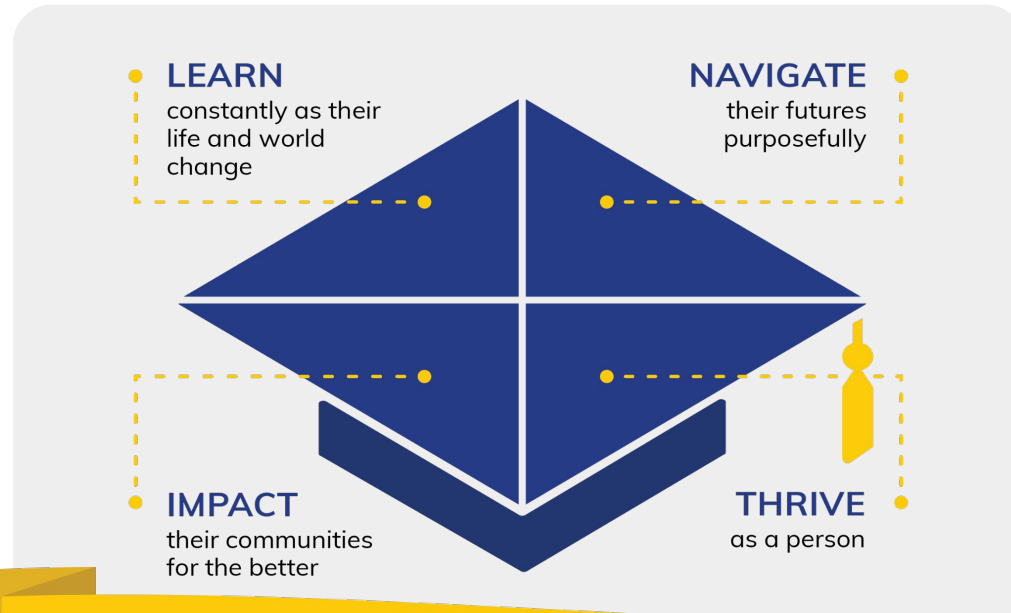


LAST SCHOOL YEAR,
we heard from
thousands of students,
families & staff about
their vision for SSFUSD
graduates



TOGETHER, WE CREATED OUR PORTRAIT OF A GRADUATE

If we are successful, our students will leave their time in SSFUSD prepared to:



THIS IS OUR PROMISE TO EACH SSFUSD STUDENT



LAST FALL, WE PLANNED HOW TO MAKE THIS VISION REAL



Thousands more students, families & staff shared what they wanted to see happen



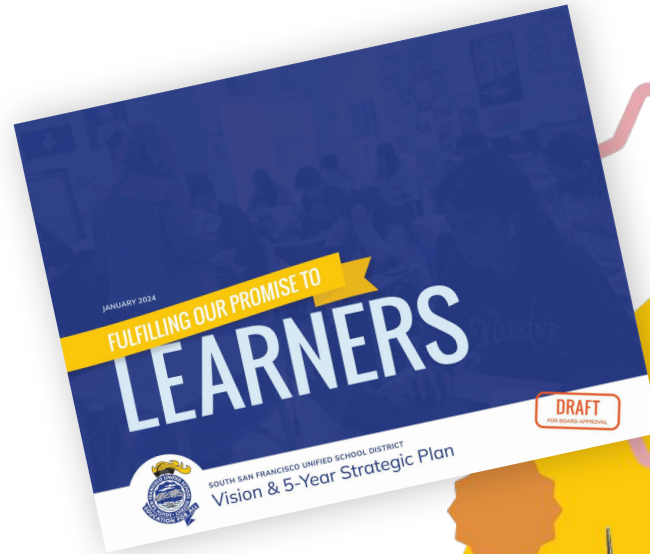
Our Steering Committee listened and researched



WE'VE CREATED A PLAN FOR OUR NEXT FIVE YEARS

TODAY WE WILL:

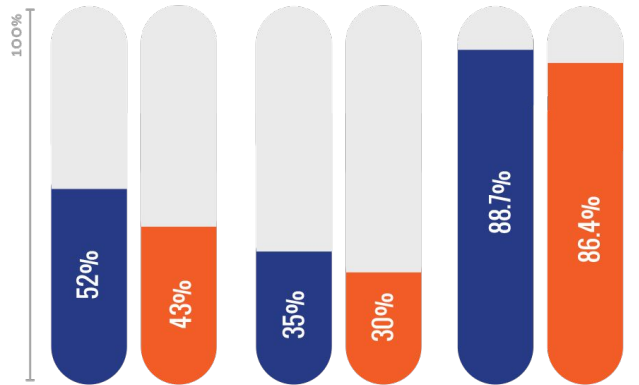
- Report on what we learned
- Talk about our plan for the next 5 years



WE HAVE MUCH TO BE PROUD OF...

SSFUSD OUTPERFORMS THE STATE

SSFUSD VS. STATE



3rd grade reading rates

students meeting/
exceeding standards on
CAASPP ELA in 2023

8th grade math rates

students meeting/
exceeding standards on
CAASPP math in 2023

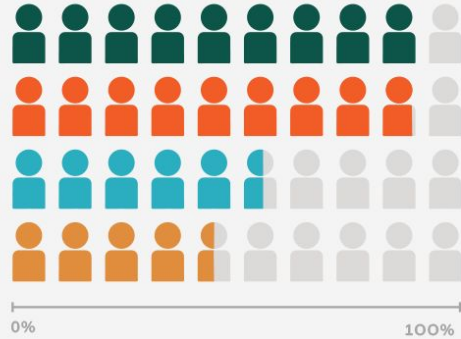
High school graduation rate

"THE SCHOOL HAS BEEN GOOD TO ME AND I'M LEARNING A LOT."

- ALTA LOMA STUDENT



...BUT WE STILL HAVE WORK TO DO



OF SSFUSD STUDENTS:

- 90% want to go to college*
- 89% graduate high school within 5 years
- 56% of students graduate prepared for college & career**
- 45% of socioeconomically disadvantaged (SED) students prepared for college & career**

*"MY TEACHERS
ENCOURAGE ME
TO ALWAYS DO
MY BEST."*

- ECHS
STUDENT



OUR COMMUNITY TOLD US THEY WANT...

1

Strong academics for all students

2

Supports for student well-being

3

Partnerships with our community

4

Equitable resources

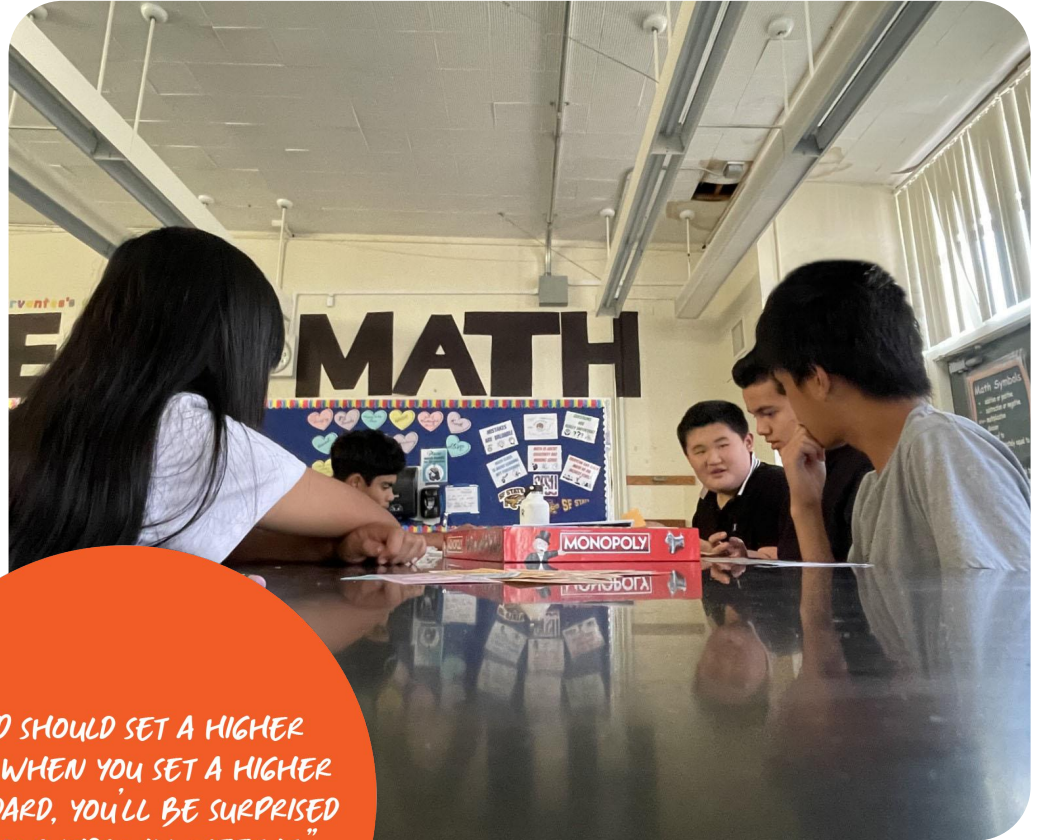
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Clarity, focus, and follow-through



1. STRONG ACADEMICS FOR ALL STUDENTS

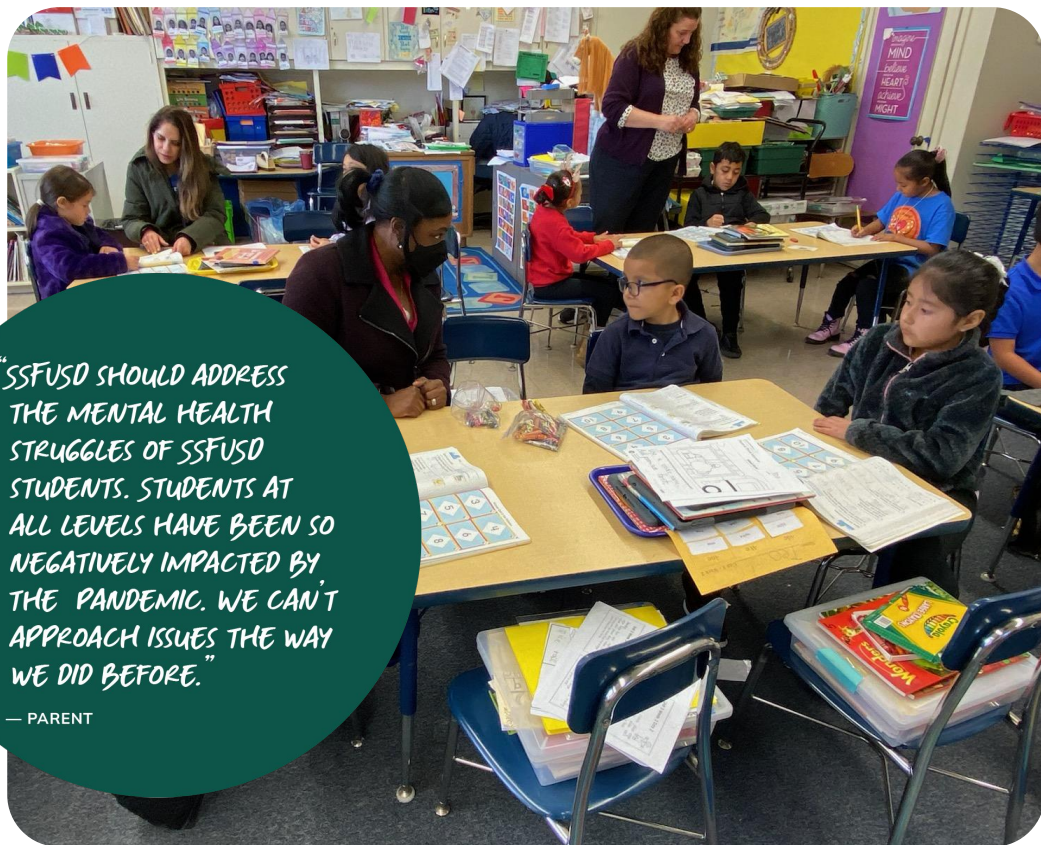
- Differentiated instruction and support that meet the needs of all learners
- Higher academic expectations, aligned and consistent curriculum and materials, and instruction that engages students in grade-level content and tasks



"SSFUSD SHOULD SET A HIGHER BAR. WHEN YOU SET A HIGHER STANDARD, YOU'LL BE SURPRISED HOW OUR KIDS WILL MEET IT."

— PARENT





“SSFUSD SHOULD ADDRESS THE MENTAL HEALTH STRUGGLES OF SSFUSD STUDENTS. STUDENTS AT ALL LEVELS HAVE BEEN SO NEGATIVELY IMPACTED BY THE PANDEMIC. WE CAN'T APPROACH ISSUES THE WAY WE DID BEFORE.”

— PARENT

2. SUPPORT FOR STUDENT WELL-BEING

- A safe, supportive school culture, where students are excited to come to school, and don't experience bullying
- Constituents are seeing unprecedented levels of mental health challenges in the wake of the pandemic, and want support to help students thrive



3. PARTNERSHIPS WITH OUR COMMUNITY

- 95% of families feel welcome in their school community and have good relationships and communication With school staff
- Families want to be partners in their child's education, but many say they don't know where to begin



"HAVE MORE OPEN COMMUNICATION, OPEN DOORS, PROACTIVELY SOCIALIZING WITH PARENTS AT PICKUP OR DROPOFF AND ASKING THEM ABOUT THEIR CHILD. STARTING AN OPEN DOOR DIALOGUE WILL FACILITATE MORE CASUAL FLOW OF CONVERSATION, VERSUS WAITING FOR IT TO BE TOO LATE OR ESCALATE A SITUATION."

— PARENT

"THE SCHOOL STAFF COMMUNICATE WELL, ARE FLEXIBLE, AND REALLY CARE."

— PARENT



"I HAVE TAUGHT AT SEVERAL OF OUR SCHOOLS. THERE ARE DIFFERENT NEEDS. WE NEED TO DO A LOT OF LEARNING AROUND EQUITY AND WHAT IT MEANS TO SERVE OUR VARIED STUDENTS."

— EDUCATOR



4. EQUITABLE RESOURCES

- Constituents praise SSFUSD's diversity, sense of community, and explicit commitment to equity
- However, some say resources (people, time, money, facilities) didn't seem equitable across all schools

5. CLARITY, FOCUS, AND FOLLOW-THROUGH

- Staff want a clear, compelling district-wide vision that everyone can align around
- They want to see SSFUSD focus on doing a few things really well
- Site and district leaders suggested ways to improve our systems so that we can follow through on our plans

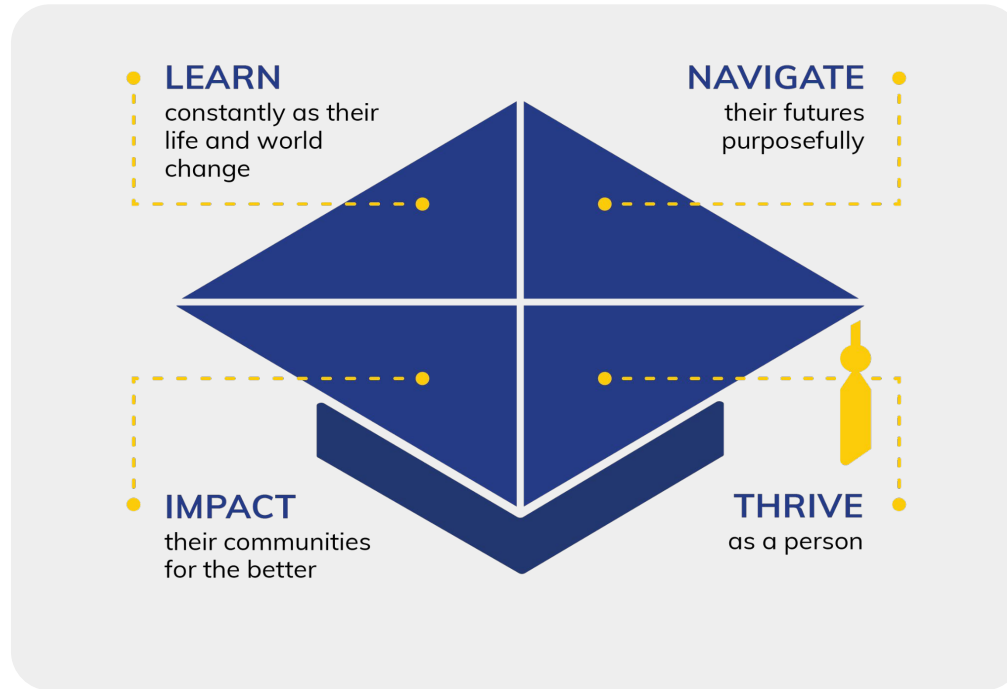


"WE NEED TO ESTABLISH A VISION, AND CREATE A LONG-TERM PLAN TO ACHIEVE THAT VISION. HELP US HELP YOU MAKE SSFUSD THE BEST IT CAN BE!"

— EDUCATOR



WHAT WILL WE DO TO BRING OUR VISION TO LIFE?



OUR STRATEGIC PLAN IS ANCHORED IN OUR CORE VALUES

C

Community is our strength

A

Authentic relationships matter

R

Resilience propels us forward

E

Equity is our north star



WE DEFINED 5 PRIORITIES FOR THE NEXT 5 YEARS



Exceptional Instruction

Every student experiences exceptional instruction that is aligned with our Portrait of Graduate



Engaged Students

Every student Is a holistically-supported, self-directed learner



Purposeful Partnerships

Every student benefits from trusting, high-impact partnerships with families and community in support of realizing our Portrait of a Graduate



Empowered Educators

SSFUSD is the Bay Area's leading organiza educators



Equity-Centered Systems

Our decisions, actions, and resources reflect SSFUSD's commitment to equity





Exceptional Instruction

Every student experiences exceptional instruction that is aligned with our Portrait of Graduate

INITIATIVES STARTING IN THE NEXT 18 MONTHS:

Align and clarify our instructional foundations:

- Co-create an instructional vision
- Adopt high quality, culturally-relevant curriculum and assessments, and provide systematic support to implement them
- Create and train educators to use highly-effective instructional strategies to support historically-underserved students
- Strengthen instructional leadership





Engaged Students

Every student is a holistically- supported, self-directed learner

INITIATIVES STARTING IN THE NEXT 18 MONTHS:

- Work with students to co-create a vision for welcoming, self-affirming, inclusive learning environments
- Continue to connect students with resources to support their mental health and well-being
- Give students the chance to set academic and career goals in school





Purposeful Partnerships

Every student benefits from trusting, high-impact partnerships with families and community in support of realizing our Portrait of a Graduate

INITIATIVES STARTING IN THE NEXT 18 MONTHS:

- Work with families and community to define a vision for purposeful partnership aligned with our Portrait of a Graduate, then create and implement a community partnership strategy
- Pilot a Family Resource Center: a one-stop-shop to meet families' needs (located at SSFHS for now)
- Strengthen two-way communication with families





Empowered Educators

SSFUSD is the Bay Area's leading organization for mission-driven educators

Note: We consider all SSFUSD employees to be educators

INITIATIVES STARTING IN THE NEXT 18 MONTHS:

- Co-create a “Portrait of an Educator” with SSFUSD educators to define the knowledge, skills, abilities and traits of our educators, as well as the benefits of a career at SSFUSD
- Offer training and/or coaching for all educators that meets their needs (aligned with our Exceptional Instruction priority)
- Implement talent policies, processes, and systems to address shortages and ensure that all positions are filled with a high-quality, diverse team (e.g., recruiting/hiring/onboarding system)





Equity-Centered Systems

Our decisions, actions, and resources reflect SSFUSD's commitment to equity

INITIATIVES STARTING IN THE NEXT 18 MONTHS:

- Develop a shared understanding of what equity means and looks like in our classrooms, schools, and work district-wide (building on our Equity Policy, and implemented through Exceptional Instruction & Empowered Educators initiatives)
- Implement a focused, transparent annual planning process that allocates resources (people, time, money) equitably, sustainably, and in support of our strategic priorities
- Implement an equity-centered school facilities plan to meet the needs of all students and staff
- Define what our Portrait of a Graduate looks like at all grade levels, with an equity lens, and align our resources to realize this promise for all students
- Make data-driven decisions based on a variety of types of data, and develop a progress monitoring system to support this



WHAT'S NEXT?

People tend to overestimate what can be done in one year, and underestimate what can be done in five years



WE ACTUALLY STARTED LAST FALL...

Our SY23-24 annual priorities align with our new strategic priorities

SY23-24 ANNUAL PRIORITIES

5 YEAR STRATEGIC PLAN PRIORITIES

Academic Excellence



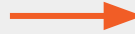
Exceptional Instruction

Community Engagement:
Absenteeism & Student Culture



Engaged Students

Talent:
Hiring/Recruitment & Professional Learning



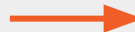
Empowered Educators

Culture & Communications:
Two-way Communication, Strong Relationships



Purposeful Partnerships

Culture & Communications: Transparency,
Data-driven decisions
Operations: Budgeting & Facilities
Educational Equity



Equity-Centered Systems



WE ARE MAKING GOOD PROGRESS AGAINST THIS YEARS PRIORITIES



HIGHLIGHTS



- **Educational Equity:** New vision and strategic plan are ready & already guiding us
- **Culture/Communications:** Thousands of staff, families, students engaged in strategic planning during Aug, Oct, & Jan/Feb
- **Operations:** Bond oversight committee launched, facilities improvements are being planned / put in motion
- **Academic Excellence:** Collaborative Inquiry Cycles launched at all sites
- **Talent:** New hiring system on track



CHALLENGES



- **Data:** It is taking more time than expected to create the tools and gather /analyze the data we need to measure the impact of our work
- **Capacity:** Our central office team is stretched between responding to site needs + launching and leading these change efforts



WE WILL STAY FOCUSED OVER THE NEXT 18 MONTHS

THIS SPRING:

Lay a strong foundation for the next five years

- **Revamp how we allocate resources** (staff, time, money, facilities) to support our priorities
- Significantly **improve how we hire and onboard new staff**
- Partner with students & educators to **co-create a new vision for exceptional instruction**
- Prepare to **align all our professional development** next year around a common focus

NEXT SCHOOL YEAR:

Focus on exceptional science and math instruction at all grade levels

- Roll out **new science and math curricula**, and train leaders and staff on what exceptional instruction looks like using these curricula
- Build a **bank of high-quality instructional strategies**
- **Continue our Collaborative Inquiry Cycles** (a process of continuous improvement) at schools, so we can reflect on what is working instructionally, and where/how we can adjust
- **Strengthen instructional leadership and coaching** at our schools



WE WILL CONTINUE TO APPROACH AND DESIGN THIS WORK IN PARTNERSHIP WITH OUR COMMUNITY

- January/February meetings at every school with families, staff and students to introduce the plan and priorities
- March/April site meetings with families, staff & students to set school goals for SY24-25
- Springtime opportunities for staff, families and students to help define what our Portrait of a Graduate looks like at all grade levels, and co-create our Vision for Exceptional Instruction



QUESTIONS & DISCUSSION

