

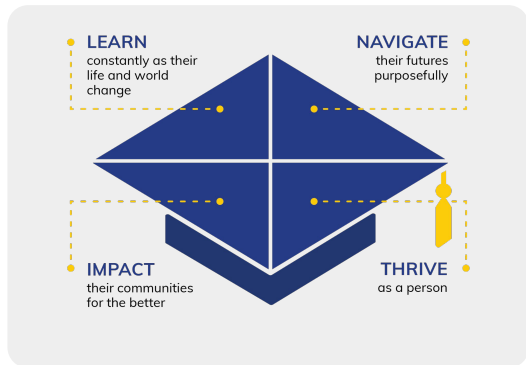
SSFUSD Strategic Plan Progress Update

November 14, 2024



Our **Strategic Plan** outlines our shared **vision** for student success & the **Strategic Priorities** we will focus on to make that vision a reality

Our Vision: Portrait of a Graduate



Our Core Values

C Community is our strength

A Authentic relationships matter

R Resilience propels us forward

E Equity is our north star

Our Strategic Priorities



Exceptional Instruction



Engaged Students



Purposeful Partnerships



Empowered Educators



Equity-Centered Systems



SSFUSD SY24-25 Rallying Cry

By December 20, every SSFUSD team member & education partner will see and feel how we are implementing our new Strategic Plan - both this year and in preparation for next

Defining Obj. One (1A-D, 5D):

We will define our South City Way instructional vision & pilot signature instructional strategies aligned to our PoG progressions

Defining Obj. Two (4A, 4C-D):

We will create a draft of our Portrait of an Educator that is aligned to our PoG & use this to refine our recruiting & hiring practices

Defining Obj. Three (5B-C):

We will have a multi-year financial plan to allocate our resources (\$, people, time) effectively & equitably to benefit all students

Defining Obj. Four (5E):

We will operationalize our Scoreboard & Scorecard, including three (3) priority student metrics, to track progress to our vision

Strategic Priority #1 Exceptional Instruction SY24-25 Goals

- **1A:** Co-create our South City Way instructional vision
- **1B:** Implement Science curriculum & assessments
- **1B:** Pilot Math curriculum & assessments
- **1B, 1D:** Complete two (2) Cycles of Inquiry via CAT
- **1C, 5D:** Pilot PoG-aligned signature strategies
- **1D:** Develop plan to launch high-functioning ILTs

Strategic Priority #2 Engaged Students SY24-25 Goals

- **2A:** Engage students to create a more inclusive learning environment
- **2C:** Develop plan to increase mental health supports for students

Strategic Priority #3 Purposeful Partnerships SY24-25 Goals

- **3B:** Define a vision & roadmap for the Family Resource Center
- **3C:** Operationalize our family engagement playbook

Strategic Priority #4 Empowered Educators SY24-25 Goals

- **4A:** Co-create our Portrait of an Educator
- **4C:** Improve educator & school leader recruiting processes
- **4D:** Develop plan for teacher & leader pipeline programs
- **4E:** Support retention & sustainability via labor negotiations

Strategic Priority #5 Equity-Centered Systems SY24-25 Goals

- **5B:** Develop multi-year financial plan
- **5B:** Clarify site & district hiring priorities
- **5C:** Complete two (2) Title I project assessments
- **5D:** Intro PoG & develop LEARN progressions
- **5E:** Operationalize Scorecard & report progress on priority student metrics



Link to our Strategic Plan: <https://bit.ly/SSFUSD-Plan>

For each Strategic Priority initiative, there is a more detailed **one-page implementation plan** that outlines key supports, milestones & deadlines

Strategic Plan Implementation | Status Update (1/2)

Strategic Priority	Project goal	Actions complete as of 10/31
1A. A. Co-create our South City Way instructional vision	By the March 27 Board meeting, the Board will adopt our South City Way instructional vision that was co-created with district staff, administrators, educators, students, and families	6/6 complete
1B: Implement Science curriculum & assessments	By May 23, all Elementary teachers will have successfully implemented at least two (2) Twig Science modules & all HS Science teachers will have successfully implemented three (3) OpenSciEd units	0/1 complete
1B: Pilot Math curriculum & assessments	By March 14, EDS & Cabinet will decide whether to recommend Illustrative Mathematics (IM) to the Board based on student data and a clear, supportive piloting process, then share the decision with the Board on April 10	4/4 complete
1B, 1D: Complete 2 Cycles of Inquiry via CAT	By May 30, EDS & PSI will support site leaders to complete two (2) Cycles of Inquiry at both the district & site level in order to align understandings of "Academic Discourse" & identify highly-effective instructional strategies	4/4 complete
1D: Develop plan to launch high-functioning ILTs	By May 30, EDS will finalize a professional learning plan, informed by empathy interviews with principals and ILT members, leading to the launch of a cohort of high-functioning and sustaining ILTs by SY25-26	N/A - no actions due by 10/31
1C, 5D: Pilot PoG-aligned signature strategies	By the April 17 CAT meeting, EDS will present the results of signature instructional strategies pilot & "bank" of strategies aligned to the LEARN progression that teachers will use & receive PL / coaching on in SY25-26	1/1 complete
2A: Engage students to create a more inclusive learning environment	By the February 27 Strategic meeting, EDS will use school climate data & student perspectives on an inclusive learning environment to inform the development of our South City Way	N/A - no actions due by 10/31
2C: Develop plan to increase mental health supports for students	By February 29, SSFUSD will have Wellness Centers established at all MS / HS sites & made recommendations for site-based mental health supports for students	0/1 complete
3B: Co-create vision for a Family Resource Center in SSF	By October 10, SSFUSD opens a welcoming Family Resource Center (FRC) 1.0; by April 23, SSFUSD publishes a community-informed and Board-approved vision and roadmap for the development of the FRC	2/3 complete
3C: Operationalize family engagement playbook	By March 31, EDS will publish version 1.0 of our Family Engagement Playbook and develop an implementation roadmap to operationalize the playbook across all Title I schools by May 30	1/1 complete



Strategic Plan Implementation | Status Update (2/2)

Strategic Priority	Project goal	Actions complete as of 10/31
4A: Co-create Portrait of an Educator	By the May 22 Board meeting, Board adopts our Portrait of an Educator (PoE) that was co-created with district staff, administrators, educators, students, and families	2/2 complete
4C: Improve educator & school leader recruiting processes	By June 1, HR will have enhanced educator & school leader recruiting processes such that the number of applications and principal / candidate satisfaction increases and known vacancies* are filled by the first day of school	2/2 complete
4D. Develop plan for teacher & leader pipeline programs	By May 15, HR will recruit a pilot cohort of ~10 aspiring SSFUSD teachers into new pipeline programs	3/3 complete
4E. Support retention & sustainability via labor negotiations	By April 30, SSFUSD will develop a comprehensive compensation strategy that will help us attract & retain high-quality educators & staff and will be supported by union leadership	1/3 complete
5B: Develop multi-year financial plan	By the January 23 Board meeting, Business Services (BUS), in partnership with ERS & AWR, will share a multi-year financial plan with the Board, explaining how we will allocate resources equitably to deliver on our Strategic Plan	4/4 complete
5B: Clarify site & district staffing priorities	By the January 23 Board meeting, the Board will approve our site & district staffing plan; by Monday, January 27, all new roles will be posted on all key recruiting channels	1/1 complete
5C: Complete project assessment for two (2) Title I ES sites	By the May 22 Board meeting, Business Services (BUS) will update the Board on the design progress for two (2) Title I Elementary schools and provide a status update on our Group 1 & Group 2 schools	2/3 complete
5D: Intro PoG to all sites & develop LEARN progressions	By March 20 CAT meeting, EDS presents results of Portrait of a Graduate (PoG) Learning Walks and next steps for implementation; by June 12 Board meeting, EDS presents PoG activities conducted over SY24-25	1/1 complete
5E: Operationalize scorecard & report priority student metrics	By May 30, create & operationalize a scorecard that tracks Strategic Plan priorities & share with key educational partners (e.g., Cabinet, Directors, Board, principals)	3/4 complete



Scoreboard 101

What is a “Scoreboard”? Our Scoreboard is a high-level implementation plan outlining our SY24-25 Strategic Priorities & the action plans we’ve made to help us achieve our goals.

Why do we need one? Our Scoreboard creates a “single source of truth” about the Strategic Plan priorities we are focusing this year—clarifying our goals for each priority, the key actions we’ll take to achieve our goals & the people responsible for or supporting those actions; it gives us a way to talk about our goals & monitor our progress more effectively.

Who is the audience? The Scoreboard is used by district leaders (Cabinet, Directors) & partners (Bay Ed Fund, ERS, LCC, PSI), but will also be shared with our community (Board, principals, etc.) so that they can understand the actions we are taking to bring our Strategic Plan to life this year & in the years that follow.

Where do the priorities on this year’s Scoreboard come from? The specific Strategic Priorities that our Scoreboard focuses on in any given year come from our 5-year Implementation Plan: some initiatives will be piloted or launched this year, while others won’t begin until next year or the following year, etc.

What does it mean to be an initiative “owner”? As an owner, we trust you to determine the process your team will use to achieve your goal, monitor progress & update plans as needed—while incorporating Dr. Moore & other teammates’ feedback. The Scoreboard makes your efforts visible to others, which can help us identify interdependencies & areas of support. Quarterly Step-backs are our opportunities to reflect on our plans & make adjustments to better achieve our goals.

What does it mean if my work is / is not on our Scoreboard this year? The Strategic Priorities that appear on our Scoreboard come from our Strategic Plan and represent *major change efforts*: things we want to start, change, or transform in order to achieve our Portrait of a Graduate vision. There are many core responsibilities we need to fulfill—and are fulfilling—as a district to serve our students & our community that *aren’t* listed on the Scoreboard. This doesn’t mean they aren’t important or don’t need to be done, it just means they are being planned for & monitored elsewhere. The Scoreboard, by contrast, is explicitly focused on our annual Strategic Plan Priorities—i.e., our annual change efforts—vs. our core work or “business-as-usual” responsibilities.

What is our Scoreboard tracker? What does it mean to be “red,” “yellow,” or “green”? Our tracker helps us monitor our progress & identify areas where our teams might need support!

- **Red** = “0-50% of the actions I intended to complete by the Quarterly Step-back (e.g., by October 3rd) are complete”
- **Yellow** = “51-75% of my intended actions are complete...”
- **Green** = “76-100% of my intended actions are complete...”

SSFUSD SY24-25 Semester 1 Rallying Cry
By December 20, every SSFUSD team member & education partner will see and feel how we are implementing our new Strategic Plan - both this year and in preparation for next

Defining Obj. One (1A-1D, 5D): We will define our South City Way instructional vision & pilot signature instructional strategies aligned to our PUG progressions (K)	Defining Obj. Two (4A, 4C-D): We will create a draft of our Portrait of an Educator that is aligned to our PUG & use this to refine our recruiting & hiring practices (JMH)	Defining Obj. Three (3B-C): We will have a multi-year financial plan to allocate our resources (S, people, time) effectively & equitably to benefit all students (TC)	Defining Obj. Four (3E): We will operationalize our Scoreboard & Scorecard, including three (3) priority student metrics, to track progress to our vision (Gill)
Strategic Priority #1: Exceptional Instruction SY24-25 Goals	Strategic Priority #2: Engaged Students SY24-25 Goals	Strategic Priority #3: Purposeful Partnerships SY24-25 Goals	Strategic Priority #4: Empowered Educators SY24-25 Goals
1A: Co-create our South City Way instructional vision (K) 1B: Implement Science curriculum & assessments (JH) 1B: Pilot Math curriculum & assessments (JH) 1B: ID: Complete two (2) Cycles of Inquiry via SCS (JH) 1C, 5D: Pilot PUG-aligned signature strategies (JH)	2A: Engage students to create a more inclusive learning environment (JMH) 2C: Develop plan to increase mental health supports for students (JMH)	3B: Define a vision & roadmap for the Family Resource Center (JG) 3C: Operationalize our family engagement playbook (JG)	4A: Co-create our Portrait of an Educator (JMH) 4C: Improve educator & school leader recruiting processes (JMH) 4D: Develop plan for teacher & leader pipeline programs (JMH) 4E: Support retention & sustainability via labor negotiations (JMH)
			Strategic Priority #5: Equity-Centered Systems SY24-25 Goals
			5B: Develop multi-year financial plan (TC) 5B: Clarify site & district hiring priorities (SGB) 5C: Complete two (2) Title I project assessments (TC) 5D: Intro PUG & develop LEARN progressions (JH) 5E: Operationalize Scorecard & report progress on priority student metrics (JH)

