

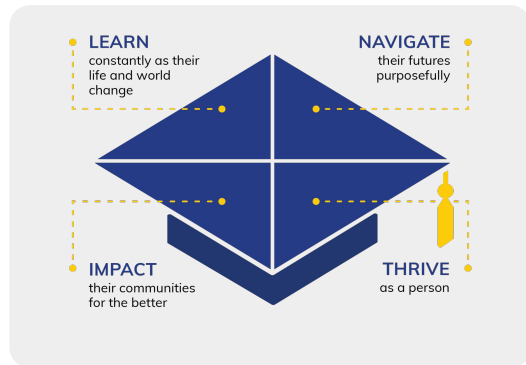
SSFUSD Strategic Plan Progress Update

January 22, 2026



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



Overview: SY25-26 Scoreboard and Strategic Plan Targets

Scoreboard / Initiative Progress Tracker SY25-26

Strategic Priority #1: Exceptional Instruction		
Initiative	Accountable: Dr. Campbell	Q1 Status: By 10/31
Learning Walks	Key Actions / Deadlines: - Set up / norm on process and purpose - Every school will highlight areas to glow / celebrate and an area for growth. This is done during the debrief portion of every walk - All Cycle 1 learning walks complete before the end of November - Cycle 2 learning will occur in March and will be scheduled for each site before the end of November	On Track. All deadlines to date have been met

Our **SY25-26 Scoreboard** is where Cabinet is tracking progress on our priority initiatives for the year, both in terms of key actions / deadlines and impact goals / success measures

Cabinet has also reviewed the illustrative measures from our Strategic Planning process and proposed more concrete measures for our **Strategic Plan Targets**, based on our goals, baseline data, and data sources (e.g., existing surveys)

SSFUSD Strategic Plan Targets (by Strategic Priority and Year)

Strategic Priority #1: Exceptional Instruction							
Type of Measure	Measure of Success	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Student Outcomes (overall + for focus student groups*)	% proficient / advanced on 3rd grade ELA & math (1.1)	51%	48%	57%	67%	73%	80%
	% proficient / advanced 8th grade ELA, math, and science (1.2)	33%	37%	47%	59%	71%	80%
	% proficient / advanced 11th grade ELA & math (1.3)	47%	47%	54%	64%	70%	80%
	% of graduates eligible for UC / CSU (1.4)	50.5%	49.3%	59%	69%	75%	80%
	% of English Language learners who are reclassified each year (1.5)	44.5%	43.7%	45%	50%	55%	60%
Student Experience	% of students who use our Portrait of a Graduate competencies to self-assess their learning and development (1.6)	n/a	n/a	n/a	n/a	Baseline Year	TBD
	% of high school students who report understanding their options after high school (1.7)	84%	n/a	85%	90%	95%	100%



Diving Deeper: SY25-26 Scoreboard Initiatives by Strategic Plan Priority (1 of 2)

SP1: Exceptional Instruction

- Learning Walks
- Instructional Rounds
(Problems of Practice)
- Math Curriculum Walks
- Data Dashboard

SP2: Engaged Students

- Belonging Cohort
- Wellness Counselors
- Student Voice

SP3: Purposeful Partnership

- Family Resource Center (FRC)
- CCCS* as a Community Resource / Hub
- Family Engagement
- Multilingual (ML) Learners' Success



Diving Deeper: SY25-26 Scoreboard Initiatives by Strategic Plan Priority (2 of 2)

SP4: Empowered Educators

- Recruitment
- Performance Management
- Portrait of an Educator (POE)

SP5: Equity-centered Systems

- Annual Planning
- Strategic Use of Leader Time (D.O.)
- Progress Monitoring: Strategic Plan Targets & Scoreboard
- Aligned Communications
- Facility Improvements
- Equitable Allocation of Site Discretionary Budgets
- Technology Equipment Refresh



Diving Deeper: Scoreboard Progress

Initiative	Q1 Status - Actions Taken	Q1 Status - Impact	Q2 Status - Actions Taken	Q2 Status - Impact
Learning Walks			<i>To be discussed at the Q2 Quarterly Stepback at the end of January</i>	
Instructional Rounds (Problems of Practice)				
Math Curriculum Walks				
Data Dashboard				

Legend

On Track	At Risk	Off Track	N/A - Planning Phase or Data Pending
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Diving Deeper: Scoreboard Progress

Initiative	Q1 Status - Actions Taken	Q1 Status - Impact	Q2 Status - Actions Taken	Q2 Status - Impact
Belonging Cohort			<i>To be discussed at the Q2 Quarterly Stepback at the end of January</i>	
Wellness Counselors				
Student Voice				
Family Resource Center				
CCCS as Community Hub				
Family Engagement				
ML Learners' Success				



Diving Deeper: Scoreboard Progress

Initiative	Q1 Status - Actions Taken	Q1 Status - Impact	Q2 Status - Actions Taken	Q2 Status - Impact
Recruitment			<i>To be discussed at the Q2 Quarterly Stepback at the end of January</i>	
Performance Management				
Portrait of an Educator				
Annual Planning				
Strategic Use of Leader Time				
Progress Monitoring: Strategic Plan Targets				



Diving Deeper: Scoreboard Progress

Initiative	Q1 Status - Actions Taken	Q1 Status - Impact	Q2 Status - Actions Taken	Q2 Status - Impact
Progress Monitoring: Scoreboard			<i>To be discussed at the Q2 Quarterly Stepback at the end of January</i>	
Aligned Communications				
Facility Improvements				
Equitable Allocation of Site Discretionary Budgets				
Technology Equipment Refresh				



Diving Deeper: Strategic Plan Targets (1 of 4)

Strategic Priority #1: Exceptional Instruction							
Type of Measure	Measure of Success	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Student Outcomes (overall + for focus student groups*)	% proficient / advanced on 3rd grade ELA & math (1.1)	51%	48%	57%	67%	73%	80%
	% proficient / advanced 8th grade ELA, math, and science (1.2)	33%	37%	47%	59%	71%	80%
	% proficient / advanced 11th grade ELA & math (1.3)	47%	47%	54%	64%	70%	80%
	% of graduates eligible for UC / CSU (1.4)	50.5%	49.3%	59%	69%	75%	80%
	% of English Language learners who are reclassified each year (1.5)	44.5%	43.7%	45%	50%	55%	60%
Student Experience	% of students who use our Portrait of a Graduate competencies to self-assess their learning and development (1.6)	n/a	n/a	n/a	n/a	Baseline Year	TBD
	% of high school students who report understanding their options after high school (1.7)	84%	n/a	85%	90%	95%	100%
	% of high school students who report they feel prepared for success after high school (1.8)	70%	n/a	75%	80%	85%	90%
Educator Experience	% of teachers who report that they have the support and resources they need to be successful (1.9)	n/a	n/a	Baseline Year	TBD	TBD	TBD
	% of classroom observations that reflect instruction aligned with our instructional vision (1.10)	n/a	n/a	n/a	Baseline Year	TBD	TBD
	% of educators who use common rubrics or scoring criteria to ensure all students are engaged in complex, rigorous work (1.11)	n/a	n/a	n/a	Baseline Year	TBD	TBD

* Focus student groups include English learners, students with disabilities, African American / Black, Latinx, and Pacific Islander students



Diving Deeper: Strategic Plan Targets (2 of 4)

Strategic Priority #2: Engaged Students						
Measure of Success	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
% of secondary students who report a sense of connectedness (2.1)	n/a	53%	63%	73%	83%	90%
% of secondary students who feel they have opportunities for meaningful participation at school (2.2)	n/a	27%	37%	47%	57%	90%
% of students who report having a caring adult at school (2.3)	n/a	66%	76%	86%	90%	90%
% of students who report they feel safe at school (2.4)	n/a	64%	74%	84%	90%	90%
% of students who are chronically absent (2.5)	15.7%	14.7%	13.7%	12.7%	11.7%	10.7%
> % chronic absenteeism for multilingual learners (2.5.1)	21.1%	18.5%	17.5%	16.5%	15.5%	14.5%
> % chronic absenteeism for African American students (2.5.3)	21.5%	25.6%	24.6%	23.6%	22.6%	21.6%
> % chronic absenteeism for Pacific Islander students (2.5.5)	26.3%	31.0%	30.0%	29.0%	28.0%	27.0%
% average daily attendance (ADA) (2.6)	93.2%	93.5%	94.7%	95.5%	96.5%	98%
> % ADA for multilingual learners (2.6.1)	91.5%	92%	94%	96%	98%	98%
> % ADA for African American students (2.6.2)	91.7%	91%	93%	95%	97%	98%
> % ADA for Pacific Islander students (2.6.3)	89.7%	91%	92%	94%	96%	98%
Suspension rates (2.7)	3.3%	2.6%	2.34%	2.12%	1.91%	1.72%
> Suspension rates for multilingual learners (2.7.1)	3.5%	2.8%	2.52%	2.27%	2.0%	1.8%
> Suspension rates for African American students (2.7.2)	6.0%	11.4%	11.28%	11.17%	11.06%	10.95%
> Suspension rates for Pacific Islander students (2.7.3)	5.8%	4.4%	3.96%	3.56%	3.2%	2.88%



Diving Deeper: Strategic Plan Targets (3 of 4)

Strategic Priority #3: Purposeful Partnerships						
Measure of Success	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
% of families who agree they feel welcome to participate in school (3.1)	n/a	43%	53%	63%	73%	90%
% of families who agree that school staff take parent concerns seriously (3.2)	n/a	85%	90%	90%	90%	90%
% of families who agree that teachers communicate with parents about what students are expected to learn in class (3.3)	n/a	91%	95%	95%	95%	95%
% of families who agree that their school provides parents with advice and resources to support my child's social and emotional needs (3.4)	n/a	74%	84%	90%	90%	90%

Strategic Priority #4: Empowered Educators						
Measure of Success	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
% of all SSFUSD staff who are engaged (4.1)	n/a	n/a	n/a	Baseline	TBD	TBD
% of all SSFUSD staff who reflect the diversity of our community (4.2)	n/a	48%	50%	52%	54%	55%
% of open school-based teacher positions filled by June 1st (4.3)	n/a	42%	45%	60%	70%	80%
% of open school-based teacher positions filled by the first day of school (4.4)	n/a	89%	70%	90%	92%	95%



Diving Deeper: Strategic Plan Targets (4 of 4)

Strategic Priority #5: Equity-Centered Systems						
Measure of Success	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
% of principals who agree that annual planning, staffing, and budgeting processes and decisions were transparent and equitable (5.1)	n/a	n/a	Baseline	TBD	TBD	TBD
% of school staffing allocations that align with the district's equity-based staffing guidelines (5.2)	n/a	n/a	n/a	90%	90%	90%
% of school and district leaders who use progress monitoring systems to assess and guide improvement efforts (5.3)	n/a	n/a	Baseline	TBD	TBD	TBD
% of teachers who agree that district-provided technology meets students' needs (5.4)	n/a	n/a	n/a	Baseline	TBD	TBD



Next Steps

Scoreboard: More information will be shared on our Q2 and Q3 progress during our April 23rd Board meeting

Strategic Plan Targets: These targets will be monitored via our new Open Architects dashboard

Thank you!



Scoreboard 101

What is a “Scoreboard”? Our Scoreboard is a high-level implementation plan outlining our Strategic Priorities & the actions we are taking 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 every year—clarifying our goals for each priority & the key actions we’ll take to achieve our goals; 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), 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 priorities that our Scoreboard focuses on in any given year come from our 5-year Strategic Plan: some initiatives will be piloted or launched this year, while others won’t begin until next year or the following year.

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.

