

STRATEGIC PLAN

2022 - 2027



**SAN MATEO-FOSTER CITY
SCHOOL DISTRICT**

Live



SAN MATEO-
FOSTER CITY
SCHOOL DISTRICT



*"I want my students to be
change-makers who focus on
growth."*

-SMFCSD Strategic Planning
Committee Member

Lead

*"I am excited about the H.O.P.E.
Uniforms Program and the
meaningful impact it has on the
environment and on the families.."*

-Bayside Academy Student



Learn



*"In SMFCSD we expect every student to
communicate, collaborate, and learn
responsibly."*

-SMFCSD Strategic Planning Committee
Member



STRATEGIC PLAN
2022-2027



MESSAGE FROM BOARD PRESIDENT ALISON PROCTOR

It has been an honor to see the fantastic work the San Mateo-Foster City School District has done with the Strategic Plan for 2022-2027. I am grateful for the continued support and dedication from our parents, teachers, staff, district leaders, and community members.

All of our students attending our amazing twenty-one schools deserve a well-rounded education driven by a plan that helps guide our teachers and district leaders. We aim to ensure student achievement in academics, social-emotional growth, and an equitable education. Our teachers, staff, and school leaders will have this document in hand to use as a guide, unifying all efforts to keep our school district on track in achieving these plans.

We launch this Strategic Plan confident in our community and families, proud of our schools' commitment to wellness, achievement, and equitable education for our students over the next five years.



MESSAGE FROM SUPERINTENDENT DIEGO R. OCHOA

It has been my honor to engage with staff, families, and district partners in developing the 2022-2027 Strategic Plan. The team of individuals who contributed to this plan remain focused on ensuring a high quality and equitable education for our students. Much discussion and planning addressed the issue of closing the achievement gap while partnering with our families and community to support all students to achieve their full academic, social and emotional potential.

Increasing PK-8 Achievement & Closing the achievement gap
Reducing Inequitable outcomes
Student & Staff Wellness

We have built a plan that will guide our efforts until 2027. We will remain committed to ensuring that the San Mateo-Foster City School District educates, inspires and empowers every student in every school every day to live, lead and learn with integrity and joy. I look forward to all that we will accomplish as a community!



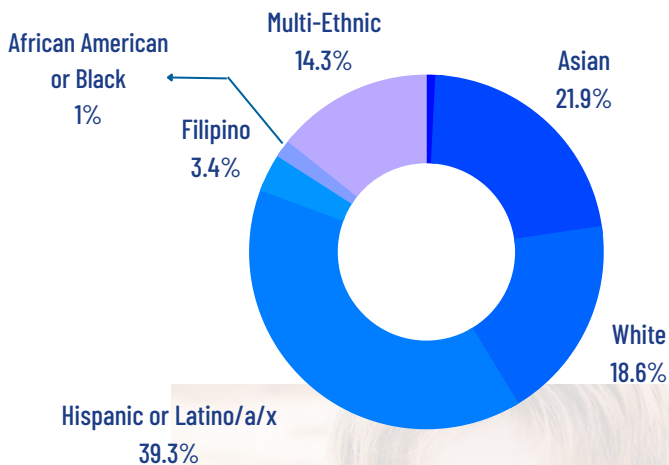
OUR DISTRICT



SAN MATEO-
FOSTER CITY
SCHOOL DISTRICT



10,588 students



52% English Only

23% English Learners

31% Socio-Economically Disadvantaged

15% Students with Special Needs



50 Languages Spoken

English
Spanish
Chinese
Portuguese
Tagalog

Arabic
French
Tamil
Korean
Greek

Hindi
Russian
Japanese
Urdu
and many more



1,193 ON OUR TEAM



575 Teachers



525 Classified Staff



50 Administrators



48 Pupil Services

Source: Ed-Data.org

OUR VISION

The San Mateo-Foster City School District educates, inspires and empowers every student in every school every day to **live, lead and learn** with integrity and joy.

OUR MISSION

The San Mateo-Foster City School District provides rigorous, high quality and equitable education while partnering with our families and community to support all students to achieve their full academic, social and emotional potential.



21 Schools



\$170M Annual Budget



\$500M in School Bond Projects



1:1 Chromebooks



21:1 Pupil/Teacher Ratio



23 Preschool Classrooms



EXECUTIVE CABINET

DIEGO OCHOA, SUPERINTENDENT

PATRICK GAFNEY, CHIEF BUSINESS OFFICIAL

SUE WIESER, ASSISTANT SUPERINTENDENT

DAVID CHAMBLISS, ASSISTANT SUPERINTENDENT

DENNIS HILLS, ASSISTANT SUPERINTENDENT

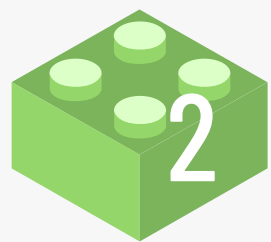
5 BUILDING BLOCKS

Our 5 Building Blocks serve as a structure for developing action plan goals. They are deeply embedded in all of our strategies, actions, practices, programs and processes. If we remain committed to these building blocks we will achieve all our Strategic Plan goals.



Family & Community Engagement

Our commitment is to create a culture in which parents, school staff, and community partners work together to facilitate student growth before, during, and after the school day.



Professional Development

Strategic Plan goal attainment is deeply connected to providing our classified, certificated, and administrative staff with the research-based professional growth they need and deserve.



Data Informed Decision Making

As a high-performing school district, our focus will be creating systems of data-driven decision-making. Every aspect of our work will connect to a process of identifying data, collecting data, analyzing data, and using data to improve.



Shared Leadership

The work of guiding programs and schools is not done in isolation. Shared leadership will allow us to tap into the skills and background of all our stakeholders, regardless of language, race, income, positional authority, or access.



Responsible Fiscal Support

Sustainability is a key component of any Strategic Plan and our will be bolstered by thoughtful, well-researched fiscal strategies. We will not over-spend or under-resource our goal strategies.



STRATEGIC PLAN TIMELINE

INITIATION OF PROCESS

On August 12, 2021, the San Mateo-Foster City School District Board of Trustees approved the consultative contract with the California School Boards Association, to begin the process of developing a new strategic plan.

STRATEGIC PLANNING COMMITTEE MEETINGS

On August 18, 2021, the district held its first strategic planning meeting at the district office. The district invited a group of 40 diverse stakeholders tasked with this project comprising of parents, administrators, community members, partnered organizations, and district leaders. Facilitated by the CSBA consultant Sepideh Yeoh. During the 4 hour session the board discussed the potential new goal language for the strategic plan.

September 9 & 30, 2021: The team convened to discuss and interrogate district mission, vision, and values. Members engaged in rigorous data analysis focusing especially on achievement gaps.

November 4 & December 16, 2021: The team convened to identify the district's greatest strengths and weaknesses. The work culminated in the creation of a recommendation for goals document that was submitted to the Board of Trustees.

SCHOOL BOARD GOAL ADOPTION

On February 2, 2022, the San Mateo-Foster City School District Board of Trustees held a special board meeting to review all of the collective work from the strategic planning group.

Achievement

Goal 1: Create learning opportunities for ALL Pre-K through 8th students resulting in closing the achievement gap and culminating in personal and academic success in high school and beyond.

Equity

Goal 2: Reduce inequitable outcomes for ALL students and staff by prioritizing equity, access, & inclusion.

Wellness

Goal 3: Provide a safe, caring, nurturing, and culturally responsive environment for ALL students to meet the needs of the whole child.

On February 10, 2022 The Board of Trustee adopted proposed strategic planning goals and directed the district's superintendent to convene with strategic planning sub-committees to create detailed plans related to the three goal areas.

SUBCOMMITTEES CREATE DETAILED PLANS

On May _____, 2022 The San Mateo-Foster City School District Board of Trustees adopts new strategic plan for 2022-2027.



STRATEGIC PLAN SUBCOMMITTEES

The process of convening with our strategic planning document began by inviting our strategic planning group to a survey that outlined sub-topics. Sub-topics are listed below and are connected to one of the three adopted strategic plan goals.

Each sub-committee was invited to attend 2 - 3 meetings with the Superintendent to collaboratively discuss goals and measures. Each session lasted between 3 - 4 hours of deep discussions on each topic. Meetings explored the goals within their topic to come up with strategies the district can use in their work.

Strategies designed to be used at all district levels.



GOALS & MEASURES



ACHIEVEMENT GOAL



ACHIEVEMENT MEASURES

1

Create learning opportunities for ALL Pre-K through 8th students resulting in closing the achievement gap and culminating in personal and academic success in high school and beyond.

- Monitor and respond to internal formative assessment data in grades TK-8, including a systemwide dyslexia screener.
- Analyze and report on CAASPP English and Math test results, with a focus on responding to achievement gaps.
- Analyze ELPAC Reclassification Data across sites, with an emphasis on reducing the prevalence of Long-Term English Learners.
- Analyze CAST results by school site and



EQUITY GOAL



EQUITY MEASURES

2

Reduce inequitable outcomes for ALL students and staff by prioritizing equity, access, & inclusion.

- Analyze and report on CAASPP English and Math test results, with a focus on responding to achievement gaps.
- Collect, analyze, and report student discipline data on a quarterly basis with an emphasis on increasing restorative strategies.
- Administer annual Inclusion Survey instrument with a focus on increasing access to the least restrictive environment.
- Analyze and report on Annual Equity Survey data.



WELLNESS GOAL



WELLNESS MEASURES

3

Provide a safe, caring, nurturing, and culturally responsive environment for all students to meet the needs of the whole child.

- An annual analysis student mental health services referrals and services rendered.
- An annual analysis of the detailed California Healthy Kids Survey student and parent results.
- An annual analysis of student attendance rates.
- An annual analysis of the detailed California Healthy Kids Survey staff results.

ACKNOWLEDGEMENTS

Special thanks to the members of the Strategic Plan Committee who contributed to this plan, shared their talents with us in creating this document. Strategic Plan Committee Members included:

STRATEGIC PLAN TEAM

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Cristina Haley	Jenel Lim	Larissa Kenny	Travis Callan
Dale Rogers	Jenny Lionberger	Lisa Fahey	
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Dr. Margaret Heredia	John Cosmos	Meg McIntyre	
Dr. Marcella McCollum	John Harrison	Patrick Gaffney	
Dr. Randi Paynter	Julie McArthur	Priti Jaiswal	
Eleni Maynard	Kathy Pratt	Rachelle Crawford	

SUBCOMMITTEES

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Cristina Haley	John Cosmos	Pamela Bartfield	Travis Callan
Dale Rogers-Eilers	John Harrison	Patrick Gaffney	

FACILITATORS & SUPPORT STAFF

Tatiana Sandoval

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Sepideh Yeoh



JOIN THE CONVERSATION!



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