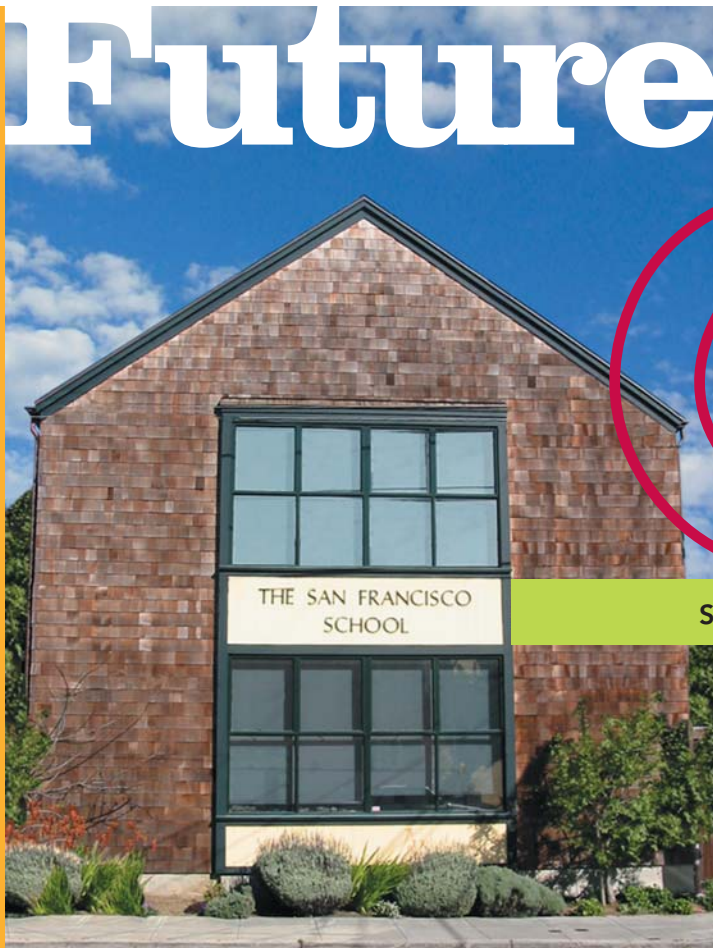




A Broad and Adventurous Look at the

Future



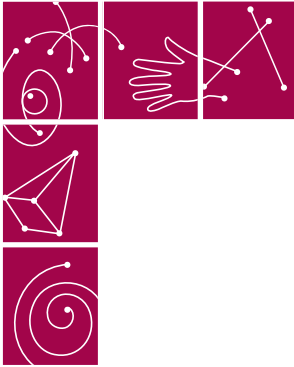
STRATEGIC PLAN

THE SAN FRANCISCO SCHOOL MISSION STATEMENT

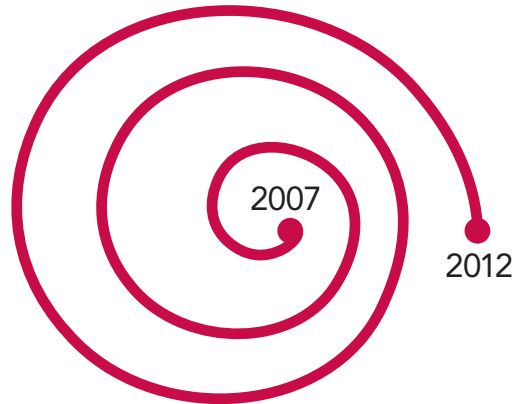
The San Francisco School cultivates and celebrates the intellectual, imaginative and humanitarian promise of each student in a community that practices mutual respect, embraces diversity and inspires a passion for learning.

STATEMENT ON HUMANITARIAN PROMISE

The San Francisco School celebrates and cultivates the humanitarian promise of each student by developing student awareness, skill and courage to act in the interest of multiculturalism, equity and justice, environmental sustainability and peaceful coexistence.



STRATEGIC PLAN



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A NOTE

from the Board of Trustees



Collaborative strategic planning is a tradition at The San Francisco School. From our founding more than 40 years ago to our more recent history, our ability as a community to envision our future has allowed The School to grow and thrive, becoming one of San Francisco's leading primary educational institutions.



The San Francisco School last prepared a strategic plan in December 2000. We have satisfied the major goals in that plan, most notably our measured growth in enrollment, especially of our middle school; a strong focus on the ongoing development of the academic program; and our attention toward innovative teacher professional development and competitive compensation.



Since the turn of the century, however, many things have changed, both on the local level and in our increasingly



networked and interrelated global community. As the world has become more complicated and unsettled, The School has been able to grow its rich diversity of families, stay true to its core values, and remain a safe environment for students to bring their whole selves to school while pursuing their individual passions.

Since the fall of 2005, more than 200 parents and guardians, staff and faculty, trustees and neighbors have participated in the hard work that went into creating the 2007–2012 Strategic Plan. This plan promises an exceptional physical and intellectual environment that not only prepares our children academically for the future, but also fosters insight, problem-solving skills, moral values and the courage to effectively lead in the 21st century.

We are extremely grateful for all of the time, energy, ideas and dreams that were shared by so many throughout the strategic planning process. Because of the strength of our community, the cohesion of our vision, the wealth of talent, and the depth of our collective commitment, we know that The San Francisco School can achieve each and every one of our goals for a broad and adventurous future.



Tamara J. Hicks
PRESIDENT, BOARD OF TRUSTEES

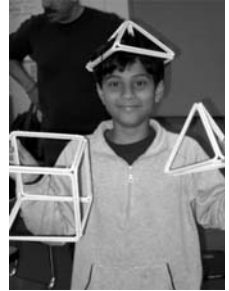
Matt Plutt
PRESIDENT ELECT, BOARD OF TRUSTEES

OUR

Strategic Vision

The San Francisco School is an educational community that both teaches our children with the future in mind, and models all that we hope our children will strive to create in society. OUR BROAD AND ADVENTUROUS LOOK AT THE FUTURE anticipates a complex international environment and promises to develop in our students the awareness, skills and courage required to successfully address the challenges of a changing world.

The plan assures the academic excellence, intellectual rigor and global saliency of our educational program, and celebrates arts and physical activity as central to the human and school experience. With this Strategic Plan, The San Francisco School strengthens its commitment to developing the full and unique potential of every student; celebrates the vibrancy of our multicultural community; and champions equity, justice, environmental sustainability and peace.





Our Broad & Adventurous Goals for 2007–2012

Goal I: Educational Program

Ensure comprehensive educational preparation for a healthy and purposeful life in a multicultural, complex and changing world.

Goal II: Institutional Responsibility

Be an exemplary community in environmental and socially responsible policies and actions at the student, adult and institutional levels.

Goal III: Teaching and Learning Environment

Provide a physical environment that enhances student learning, supports the broader community and reflects The School's values.

Goal IV: Faculty and Staff

Inspire and sustain faculty and staff with innovative professional development programs, manageable job descriptions, and competitive compensation and benefits.

Goal V: Home-School Partnership

Be family friendly, with rich and varied programs that build, support and celebrate our multicultural community.

Goal VI: Access, Affordability, Visibility and Philanthropy

Be vigilant in the area of visibility, accessibility and affordability to promote a socio-economic and multicultural diversity of families, and actively address issues of tuition levels, allocation of tuition assistance, sustainable enrollment, communications, and the importance of growing annual fundraising and the endowment.

Educational Program



Ensure comprehensive educational preparation for a healthy, creative and purposeful life in a multicultural, complex and changing world.

The complex and evolving nature of local and world issues will require actively engaged individuals with imagination, deep disciplinary understandings, a multidisciplinary and collaborative approach to problem solving, strong leadership and persuasive skills, and a solid ethical foundation. Rapidly evolving global conditions also demand The School's attention to the increasing value of multi-language development, the importance of math, science and technology proficiency, and the absolute necessity of critical



thinking and media/ information literacy. Concurrently, a global society that is complex, fast-moving and unpredictable requires that schools attend consciously to the deep human needs for artistic expression, healthy relationships, self-awareness, and a passion for continued learning and self-renewal.



Implementation Steps

- Enhance and deepen academic programs across all grade levels, preschool through eighth, especially math and science proficiency, second language programs and media/information literacy.
- Determine the optimal enrollment and class configuration for preschool through fifth grades.
- Emphasize multidisciplinary learning and collaborative problem solving.
- Enhance student leadership development and self-advocacy.
- Develop programs for healthy living for both students and adults.
- Continue to be a leader among independent schools in our commitment to diversity and range of learning styles that are served well, creating students who are independent, inspired and have a passion for learning.
- Continue the emphasis on sound thinking, deep understanding, experiential learning, and creative and artistic expression, including commitments to Montessori ideals and the Orff approach to music.
- Continually assess and document the scope and sequence of our evolving curriculum.



Institutional Responsibility

Be an exemplary community in environmental and socially responsible policies and actions at the student, adult and institutional levels.

Responsible institutional policies and actions have global impact and inform individual local behaviors. Being cognizant that adult actions are models for student learning, we aim to create opportunities for students to act in the interests of equity, justice and sustainability in the present. Our goal is to help our students translate these actions into responsible habits of mind and good works in the future.

Implementation Steps

- Develop and promote policies and organizational structures that institutionalize and ensure ongoing attention to public purpose, civic engagement and institutional responsibility.
- Assure adult activities that teach and model social and environmental action.
- Develop student expectations and educational programs, including service learning and social action across the grades.
- Initiate and collaborate in programs that serve The San Francisco School neighborhood.



Teaching & Learning Environment



Provide a physical environment that enhances student learning, supports the broader community and reflects The School's values.

Student learning and community building are influenced by the configuration and aesthetics of a school's physical environment. Our intent on Gaven Street is to create a campus that accommodates the optimal enrollment configuration and supports the diversity and quality of instruction. Campus improvements are envisioned that will support the overall student experience, including celebrations, events and performances, indoor and outdoor work and play, and the general well-being of teachers and students. The School has recently undertaken site-related research, completed a topographic boundary survey, conducted faculty interviews and hosted a Design Charrette in anticipation of developing a new campus Master Plan and commencing a building effort.



Implementation Steps

- Align guiding design principles with school values, including sustainability, safety, community, economic realities and passion for learning.
- Complete Master Plan for campus development.
- Improve and enhance the indoor and outdoor physical space for all grades by constructing a campus that maximizes the student and staff experience, including a gathering, gym and performance space; an enhanced library and media center; ample classroom space; and faculty/staff offices, lounge and storage.
- Make best use of existing campus throughout the growth phase.

Faculty and Staff

Inspire and sustain faculty and staff with innovative professional development programs, manageable job descriptions, and competitive compensation and benefits.

The San Francisco School's greatest asset is its faculty. The key elements to attracting, developing and retaining the highest quality faculty are overall compensation that allows teachers to live honorably within a reasonable commute distance from the school; working conditions that invite and support effective teaching and collegiality; and ongoing teacher growth and development that assures the highest level of professional competence.

Implementation Steps

- Create an exemplary professional learning community, including initiating and collaborating in the professional educational realm.
- Ensure teacher focus on student learning.
- Assure planning and preparation for smooth leadership and long-term-faculty and staff transitions.
- Assure competitive compensation and benefits.



Home-School Partnership



Be family-friendly, with rich and varied programs that build, support and celebrate our multicultural community.

Raising a family in San Francisco is a challenging feat, both financially and logistically. The San Francisco School can contribute to the overall quality of life for school families by aligning school programs with the needs and rhythms of 21st century urban living. This would increase the effectiveness of family attention both to their own children's developmental needs and to The San Francisco School's institutional needs. Additionally, as The School brings together a diversity of families and emphasizes that they work in constructive harmony, programs that build and celebrate our multicultural community serve not only to enhance student character development, but also to contribute to the overall effectiveness and vibrancy of our educational programs.

Implementation Steps

- Embrace and support diversity by developing and sustaining a broad range of programs, including student and faculty recruitment, diversity and affinity groups, and continuing our ongoing multicultural curriculum review.
- Attend to the needs of all families and build a community of understanding by creating a common language, promoting ongoing communications between groups and the entire school community, and sharing our time through community-building events.
- Be attendant to the needs of all families in areas such as extended care, transportation and family-friendly homework.



Access, Affordability, Visibility & Philanthropy

Be vigilant in the area of visibility, accessibility and affordability to promote a socio-economic and multicultural diversity of families, and actively address issues of tuition levels, allocation of tuition assistance, sustainable enrollment, communications, and the importance of growing annual fundraising and the endowment.

The San Francisco School is based on the premise that the diversity of the student, parent and professional community has a direct, positive and essential impact on the overall quality of the educational program and student learning experience. Additionally, given our chosen mission and our tax-exempt status, the school has both a moral and a societal obligation to make its programs financially accessible to all segments of society. The economic realities of independent school finances demand that The School maintain and actively promote a culture of philanthropy that invites and appreciates broad and substantial financial support from all SFS constituencies.



Implementation Steps

- Create an understanding of how indexed tuition benefits the entire school community.
- Ensure access and affordability to a broader range of San Francisco residents through fundraising and endowment growth.
- Continue to build a culture of philanthropy that will help sustain the school for the future.
- Plan for and initiate a successful capital campaign for campus development.
- Maintain commitment to building The School's endowment.
- Increase school visibility and accessibility through an active marketing and communications function.

Acknowledgements

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with their shared
wisdom, insight
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The
San Francisco School
Founded 1966

