

EXECUTIVE SUMMARY

In 2020, the ESEF Board committed to the design of a new and transformational strategic plan. The result, East Side Education Foundation ASPIRES (Academic Success through Partnerships for Innovations, Resources, Equity, and Sustainability), is a groundbreaking effort to design an overarching plan for a new approach to nurturing the college-going success of East Side students.

ESEF supports access to the Spartan East Side Promise for all students within the East Side Alliance. The East Side Alliance is a collective impact initiative facilitated by the Silicon Valley Education Foundation and consists of the East Side Union High School District and the seven elementary partner districts: Alum Rock, Berryessa, Evergreen, Franklin-McKinley, Mt. Pleasant, Oak Grove, and Orchard.

ESEF's visionary strategic plan strives to ensure that all members of our extended community are fully included in strengthening ESEF's ability to support coherent, connected, and powerful learning by providing direct resources to East Side students as well as resources and guidance to our partners and community about how best to promote success in school and beyond for our students. It addresses the educational and college-going success of all East Side students in a comprehensive manner that equips them to succeed in college, career, and the global world. It also addresses the needs of other sectors of our community so that we can all experience a resurgence in the belief in college graduation as a key to past, present, and future viability for our students. As a fundamental approach to implementing this plan, we have committed to a process of outreach and engagement, with the anticipation that relationships among and across a most diverse group of stakeholders will be strengthened, and ownership of the issues will result. This monumental and innovative effort to move our communities to the forefront of powerful and transformative educational success creates a unique opportunity to make an incredible and sustainable impact for the diverse communities in San José's East Side: students, families, schools, partners, and community.

THROUGH-LINES

ASPIRES features several through-lines that we should expect to see across our featured and sponsored programs/initiatives as basic characteristics that our community is able to recognize, describe, and promote as hallmarks of quality:

PreK-16 Coherence

Parents and students should expect a seamless journey beginning with joyful preschoolers and culminating in college, career, and globally ready graduates with multiple post-secondary options. We will plan, coordinate, and align our initiatives, projects, and practices within grades/subject areas, across grades/subject areas, and across schools/grade spans.

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Culturally & Linguistically Sustaining Curriculum, Pedagogy, & Assessment

Parents, students, and staff should expect curriculum, pedagogy, and assessment that are culturally and linguistically sustaining, incorporate rigorous standards, support integrated learning, and build on the strengths and needs of diverse learners. Our initiatives, projects, and practices reflect an asset-orientation for students, staff, and families, and explicitly promote a belief in East Side students' unlimited potential for learning, growth, and high intellectual performance.

Global Reach

Parents, students, and staff should expect our initiatives, projects, and practices to reflect a global perspective and to prepare East Side students as citizen of the world, with the agency and the necessary skills to navigate a complex, multifaceted, and interdependent world. They support students in deploying and developing this required global competence as they investigate globally significant issues in the world beyond their immediate environment; frame significant problems and conduct well-crafted and age-appropriate research; recognize perspectives, others' and their own, articulating and explaining such perspectives thoughtfully and respectfully; communicate ideas effectively with diverse audiences, bridging geographic, linguistic, ideological, and cultural barriers; and take action to improve conditions, viewing themselves as players in the world and participating reflectively.

College & Career Readiness

Parents, students, and staff should expect that all East Side students will graduate prepared for college and careers and with the skills, capacities, and dispositions necessary to thrive in a culturally and linguistically diverse global world. Our initiatives, projects, and practices will be designed for this purpose and will utilize a robust system of indicators that provides a more complete picture of student success, including broader measures of growth and learning that better assess global readiness skills and application of content and literacy skills to real world issues and challenges.

Quality & Engaged Educators

Parents and students should expect expert culturally and linguistically diverse teachers, counselors, and school leaders who are focused on improving East Side student engagement, achievement, and global success through the use of powerful practices, including frequent collegial collaboration and inquiry. Educators participating in our initiatives and projects will be supported to deepen their expertise and strengthen their ability to create counter-hegemonic and culturally and linguistically sustaining learning spaces for their students. For their part, staff understand that a key dimension of their role with our initiatives and programs is to advocate for their students and to engage deeply with their students, families, and communities.

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Values-Driven, Principles-Based, and Research Informed Programs & Practices

Parents, students, and educators participating in our initiatives and programs should expect that these programs and practices reflect our organizational values and principles, and have the highest likelihood of helping our students reach our definition of student success as described in the graduate profile.

VISION & MISSION

Our vision and mission paint the picture of where we are headed as an organization -- our future destination --- as well as the big picture paths we will take to get there.

Our Vision

East Side Students Succeeding in School and Beyond: College, Career, Community

Our Mission

To promote and create bold and innovative programs, services, and partnerships that measurably elevate sustainable student success.

CORE VALUES

ESEF has established a set of five core values that form the foundation for our work and that reflect our most inspired sense of identity. Because our stated values define the nature of our organization, they are a reminder to stakeholders and a message to everyone else of what ESEF stands for. As an organization, we will rely on these five key values to guide our service, research, and advocacy agenda:

Unlimited Capacity

We believe in the *unlimited capacity* of our students to achieve their goals and dreams.

Collaboration

We believe in the power of *collaboration* to most effectively achieve our goals and objectives.

Equitable Access & Results

We believe in the urgency of realizing *equitable access and results* for all our students.

Inclusiveness

We believe in the strength of *inclusiveness* to expand our impact.

Innovation

We believe in the dynamic potential of *innovation* to create novel solutions and powerful ways of working.

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OUR PRINCIPLES

To support our vision and mission, ESEF puts forth a set of values-driven operational or design principles. These principles serve as guidelines for our work with students, schools, communities, and partner organizations. They define how we design and implement our priorities and initiatives, how we make decisions, and how we deal with repetitive patterns of negative thinking and doing that surface as barriers and obstacles.

Unlimited Capacity

We use an assets-approach in our work, consistently identifying strengths and resources that our students and other stakeholders bring. We build on those assets and strengths to create new capacity and to address needs and challenges.

Collaboration

We work together with our partners for the benefit of all students, publicly supporting one another, communicating transparently, committing time and resources to our mutual success, and respecting our common and individual strengths and needs.

Equitable Access & Results

We consistently use an equity lens in designing, implementing, and evaluating our initiatives. We expand our own capacity and knowledge base about equity, and identify key strategies for dismantling existing inequitable policies and practices that impact our students' success.

Inclusiveness

We actively engage our students, staff, districts, partners, parents, communities and any others who are impacted by our work. We acknowledge that our communities hold vital knowledge and resources often made invisible by mainstream approaches.

We respect and build on their cultures, languages, and lived experiences and shape our work so that it is culturally and linguistically sustaining.

Innovation

We take initiative and creative approaches to share ideas that model innovation and create successful outcomes. We leverage and seek additional resources to

implement our initiatives. We are willing to consider out-of-the-box solutions and keep an open mind rather than relying only on past ways of doing business.

OUR STRATEGIC INITIATIVES

Our strategic initiatives represent the big buckets of work we will take on as an organization in order to realize our vision.

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1. *Organizational Capacity & Sustainability*

Build our organizational capacity to realize our vision, accomplish and sustain the powerful work we have identified through our strategic initiatives, and improve our effectiveness, efficiency, and impact by establishing communication, coordination, funding, staffing, learning, accountability, and other organizational processes and protocols.

2. *Spartan East Side Promise: A Pathway to College Admission*

Increase the East Side student college-going and success rate by supporting the Spartan East Side Promise (SESP), a collaboration between San José State University and East Side Union High School District that offers guaranteed admission to qualified students who attend high school in the East Side Union High School District.

3. *Student Scholarships*

Positively impact East Side students' success in enrolling in and graduating from San José State University by providing targeted student scholarships.

4. *Support to School Programs*

Expand our impact on student success by providing targeted financial and other support to qualified co-curricular programs, student groups, and innovative teachers at East Side schools.

5. *Outreach*

Significantly improve school, student, and family participation in our initiatives by expanding and diversifying our outreach efforts to and communication with East Side districts, schools, students, and families.

ASPIRES sets out the guidelines for how we will serve our community. It includes a comprehensive set of recommendations and accompanying actions enacting our overarching goal of ensuring that every East Side student is prepared to succeed in a globalized 21st century world that prioritizes excellence and equity. We recognize that implementation of ASPIRES will require a major transformation of our priorities, policies, and practices. The recommendations and actions provide a blueprint for realizing our vision of success for our students and community and include short term, medium term, and long-term actions.

ESEF is the right organization to advance a cutting edge strategic plan that innovates, inspires, and re-imagines what is possible for our diverse multilingual and multicultural communities. Through this new strategic plan, ASPIRES, we will model for communities everywhere what it means to prepare our diverse students for today's global community, workplace, and life.