



SAN MATEO
COUNTY
OFFICE OF
EDUCATION

2017

report to the community





Anne E. Campbell
County Superintendent
of Schools

I am pleased to present the San Mateo County Office of Education's (SMCOE) 2017 Report to the Community.

2017 was an exciting year, with many accomplishments and milestones. Among other initiatives, the State launched the School Dashboard as part of California's new school accountability system, and SMCOE began delivering differentiated assistance to districts in need of extra support.

We continued our work on The Big Lift, San Mateo County's collaborative effort to ensure all third graders are reading proficiently. We grew our STEM Center, which has become a hub of innovation, especially in environmental education, project-based learning, visual and performing arts, and maker education. We also continued our work with law enforcement through the Coalition for Safe Schools and Communities, implementing The Big Five to help schools respond to emergencies and coordinating the expansion of counseling and mental health services in San Mateo County schools.

As we look to the future, SMCOE will continue to partner with districts and community organizations to prepare our county's students for the demands of today's dynamic, global society and to create Preschool-12 classrooms and schools that are responsive to the unique needs of our students. It has been an honor to serve as County Superintendent for the past eight years. I look forward to assisting with the transition to a new county superintendent and to a continuation of the pursuit of an excellent and equitable education for all San Mateo County public school students.

HOW THIS REPORT IS ORGANIZED

In 2017, SMCOE began implementation of a strategic plan centered on the vision of "Excellence and Equity in Education: Every Student, Every Teacher, Every School." This report is organized around that vision and highlights how SMCOE's programs bring that vision to life. In addition, this report provides information about SMCOE's functions and strategic initiatives, trends in public education, and education data for the county.

If you would like to learn more, please visit www.smcoe.org.

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BOARD OF EDUCATION

The San Mateo County Board of Education is composed of seven members elected to four-year terms on a county-wide basis, each residing in the Trustee Area he or she represents.

The Board serves as the governing board for SMCOE's instructional programs, adopts policies for SMCOE, reviews and approves SMCOE's annual budget, serves as the appellate body for charter school petitions, and hears interdistrict attendance appeals and expulsions.



Susan Alvaro
President
Trustee, Area One



Hector Camacho, Jr.
Vice President
Trustee, Area Three



Jim Cannon
Trustee, Area Five



Beverly J. Gerard
Trustee, Area Two

PERSONNEL COMMISSION

The Personnel Commission oversees classified personnel recruitment and selection, performance management, employee and labor relations, and classification and compensation processes.



Rod Hsiao
Trustee, Area Four



Ted Lempert
Trustee, Area Six



Joe Ross
Trustee, Area Seven

MISSION, VISION & GOALS

VISION

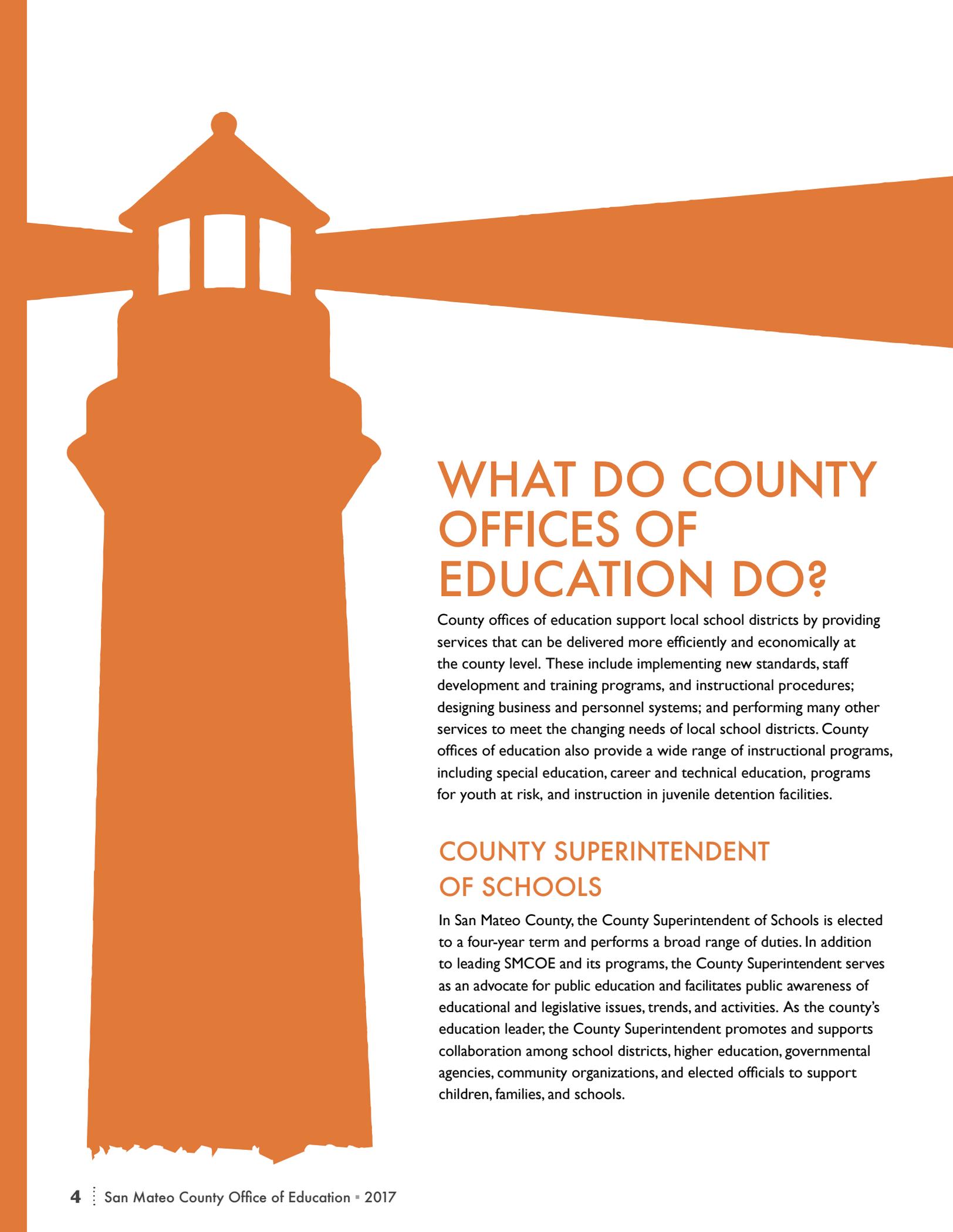
Excellence and Equity in Education
Every Student | Every Teacher | Every School

MISSION

Inspiring students
Investing in teachers
Invigorating leaders
Involving communities

GOALS

- 1 Successful Students**
Champion student success by encouraging the development of learning environments and experiences where all students can imagine and achieve.
- 2 Inspired Teachers**
Foster an exceptional county-wide climate for teachers and the teaching profession by innovatively using resources and by cultivating broad public will to advance the profession.
- 3 Effective School Districts**
Encourage equitable academic outcomes across San Mateo County school districts through proactive outreach, responsive services, and collaboration.
- 4 Forward-Thinking Policies**
Initiate transformative conversations about public education and advocate for effective educational policies at regional, state, and national levels.
- Continuous Learning**
Create an engaged, county-wide “learning community” through continuous open-minded inquiry and rigorous evaluation.



WHAT DO COUNTY OFFICES OF EDUCATION DO?

County offices of education support local school districts by providing services that can be delivered more efficiently and economically at the county level. These include implementing new standards, staff development and training programs, and instructional procedures; designing business and personnel systems; and performing many other services to meet the changing needs of local school districts. County offices of education also provide a wide range of instructional programs, including special education, career and technical education, programs for youth at risk, and instruction in juvenile detention facilities.

COUNTY SUPERINTENDENT OF SCHOOLS

In San Mateo County, the County Superintendent of Schools is elected to a four-year term and performs a broad range of duties. In addition to leading SMCOE and its programs, the County Superintendent serves as an advocate for public education and facilitates public awareness of educational and legislative issues, trends, and activities. As the county's education leader, the County Superintendent promotes and supports collaboration among school districts, higher education, governmental agencies, community organizations, and elected officials to support children, families, and schools.

KEY FUNCTIONS OF THE COUNTY OFFICE



SUPPORT AND MONITOR LOCAL EDUCATION AGENCIES

SMCOE ensures that San Mateo County school districts meet state and local requirements. It is responsible for reviewing, advising, and approving school districts' budgets, interim reports, year-end financial statements, audit reports, and local control accountability plans (LCAPs). SMCOE provides differentiated assistance to qualifying districts; monitors facilities, textbooks, and instructional materials; and coordinates the Tinsley Voluntary Transfer Program.



INSTRUCT STUDENTS

SMCOE provides direct instruction to special populations of students who need the unique support of its special education programs and Court and Community schools. It runs a highly successful Outdoor Education program in partnership with the YMCA at Camp Jones Gulch, and coordinates services for students in foster care.



OFFER INSTRUCTIONAL AND TECHNICAL SUPPORT

SMCOE provides instructional support to local education agencies in curriculum and instruction, assessment, instructional technology, program improvement, and preschool and child care quality improvement. It also provides technical assistance to support student performance and accountability, including LCAP development and differentiated assistance.



DEVELOP THE EDUCATION WORKFORCE

SMCOE is committed to developing a high quality and diverse workforce in educational institutions across the county. It provides teacher recruitment, induction, administrator credentialing, and teacher and administrator retention support and programs.



LEAD HIGH-IMPACT COUNTY-WIDE INITIATIVES

SMCOE serves as an advocate for youth and education, raises public awareness of educational issues, and initiates innovative, high-impact programs to benefit San Mateo County students, including The Big Lift, the Coalition for Safe Schools and Communities, Environmental Literacy, Career and Technical Education, Zap the Gap, Teach San Mateo, and Visual and Performing Arts.

THE CALIFORNIA WAY

OVERVIEW

In 2015, Congress passed the Every Student Succeeds Act (ESSA) to improve education across the nation. ESSA took the bold step of turning educational control back over to states, requiring them to identify and improve low performing schools while providing flexibility in how this is accomplished.

This change in federal policy led to the creation of The California Way. Systems such as the Academic Performance Index (API) were retired, and new priorities, standards, funding mechanisms, and accountability systems were adopted. SMCOE helps districts understand and implement the new system.

The California Way is broken into three priority areas: conditions of learning, engagement, and pupil outcomes.



CONDITIONS OF LEARNING

Basic Services: Districts should provide all students access to fully credentialed teachers, instructional materials that align with state standards, and facilities that are maintained in good repair.

Implementation of State Standards: Districts should implement California's academic standards, including the Common Core State Standards for English/language arts, mathematics, Next Generation Science, English language development, history-social studies, visual and performing arts, health education, and physical education.

Course Access: Districts should ensure that students can enroll in a broad course of study in a variety of subject areas.

Expelled Students (County Office of Education Only): County offices must instruct expelled students according to California's academic standards.

Foster Youth (County Office of Education Only): County offices must coordinate services for foster youth and successfully share information, respond to the needs of the juvenile court system, and ensure transfer of health and education records between partners.

ENGAGEMENT

Parental Involvement: Districts must seek parent input in decision-making and promote parent participation in the educational programs of all students.

Pupil Engagement: Districts must measure pupil engagement through school attendance rates, chronic absenteeism rates, dropout rates, and high school graduation rates.

School Climate: Districts must measure school climate through student suspension and expulsion rates and other locally identified means, such as surveys of pupils, parents, and teachers on school safety and connectedness.

PUPIL OUTCOMES

Pupil Achievement: Districts should improve student achievement and outcomes along multiple measures, including test scores, English proficiency, and college and career preparedness.

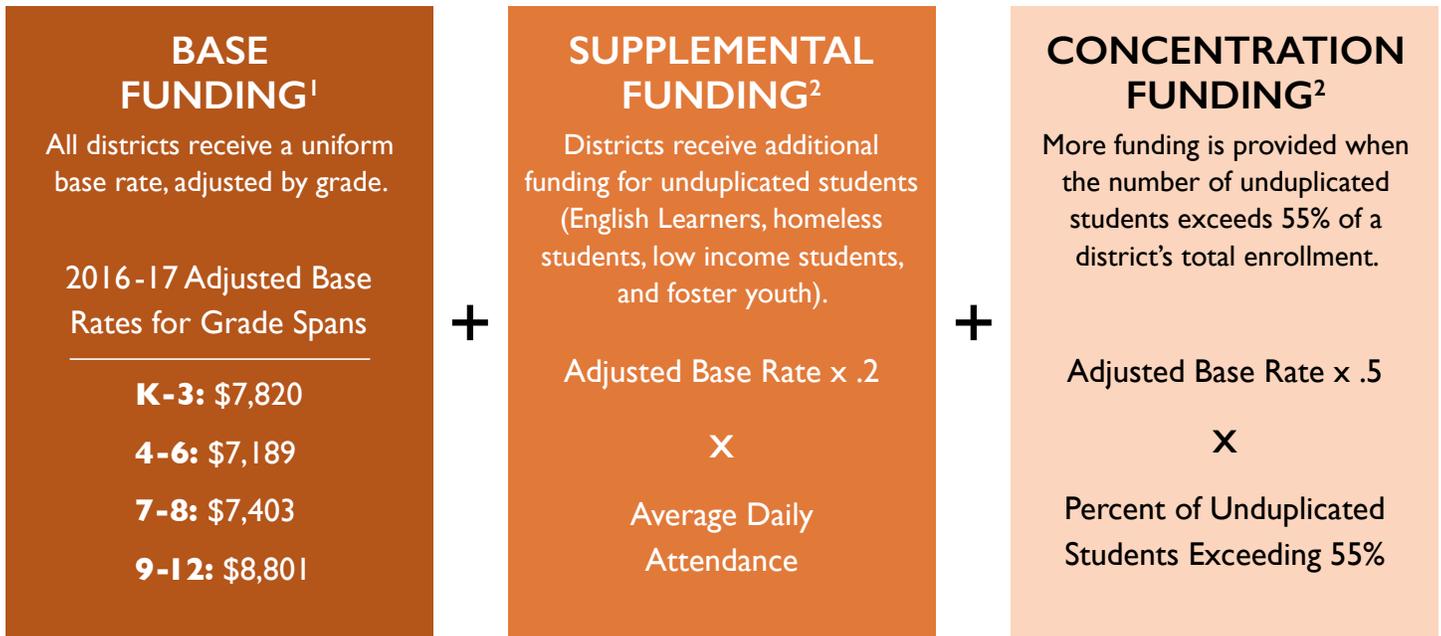
Other Pupil Outcomes: Districts should measure additional important student outcomes related to required areas of study, including physical education and the arts.

<http://www.ocde.us/LCAP/Pages/State-Priorities.aspx>

HOW SCHOOLS ARE FUNDED

LOCAL CONTROL FUNDING FORMULA

The Local Control Funding Formula (LCFF) determines the minimum funding level a district requires, based on student characteristics and needs. If local property taxes are not enough to meet the minimum funding level, the State apportions funds through the LCFF so that the district reaches that level. The LCFF has three components: base, supplemental, and concentration funding.



BASIC AID STATUS

Basic aid is a term used for those districts whose local property taxes exceed the LCFF minimum funding level.

When a district's funding through property taxes does not meet the required funding level, the State provides the remaining necessary funding through the LCFF.

When a district's funding through property taxes meets the required funding level, the district keeps any excess funds and does not receive additional state apportionment under the formula.

10 San Mateo County districts were funded at Basic Aid status in the 2016-17 school year*

12 San Mateo County districts were funded through LCFF in the 2016-17 school year*

*An additional school district fluctuated between Basic Aid status and LCFF funding during the 2016-17 school year

¹<https://www.cde.ca.gov/fg/aal/pa/pa1617rates.asp>

²<https://edsources.org/2016/local-control-funding-formula-guide-lcff/89272#>

SCHOOL ACCOUNTABILITY

LOCAL CONTROL ACCOUNTABILITY PLAN

In order to receive State funding, every local education agency (LEA) must prepare a Local Control Accountability Plan (LCAP) that describes how it intends to meet annual goals for all students and address state and local priorities.

Covering a three-year period, LCAPs are updated annually to reflect progress and changes in district circumstances and/or needs. These plans address student performance in identified areas for growth. LCAPs clarify how districts spend funds received through the Local Control Funding Formula (LCFF).

CALIFORNIA SCHOOL DASHBOARD

The California School Dashboard is a key element of the California Department of Education's new school accountability system. First unveiled in March 2017, it provides educators, parents, and the public with information about how local schools and districts are performing. Compared to previous systems, the Dashboard:

- Uses multiple measures to track success
- Emphasizes equity by displaying data for student groups
- Focuses on continuous improvement
- Enables local education agencies to make decisions addressing local needs

The Dashboard currently includes data in ten areas that the State has identified as predictors of student success. These areas, called indicators, are based on state and local data. State-generated data is transmitted through five color-coded performance levels for each indicator and student group. LEAs can create additional indicators that reflect local data in areas most meaningful to the community.

The Dashboard organizes this information in multiple ways to allow comparisons of current and past

performance as well as comparisons of performance among student groups.



10

State and Local Indicators

13

Student Groups

SYSTEM OF SUPPORT

Based upon student performance in each indicator on the California School Dashboard, local education agencies are eligible for three different levels of assistance.

SMCOE provides ongoing Level 1 assistance to all districts. This assistance comes through training, workshops, coaching, and guidance for individual districts.

With the Fall 2017 release of the California School Dashboard, SMCOE began providing Level 2 assistance to five districts. This assistance varies from district to district, with SMCOE staff working alongside district personnel to identify key challenges and opportunities. SMCOE employs a systematic approach to address locally identified needs and strengths and engage local educators and communities in decision-making.

LEVEL 1

Assistance to all districts

LEVEL 2

Differentiated assistance to districts with low student performance in two student groups across two indicators

LEVEL 3

Intensive interventions to districts with persistent performance issues

FIVE-BY-FIVE GRID

FIVE-BY-FIVE GRID

The Five-by-Five grid provides a quick, visual overview of a school and/or district's progress on a particular indicator. This progress reflects current performance (status) and change over time (change). The status score reflects performance in the current year, and the change score reflects the difference between performance in the prior year and the current year, or between the current year and a multi-year average, depending on the indicator.

		CHANGE				
		DECLINED SIGNIFICANTLY	DECLINED	MAINTAINED	INCREASED	INCREASED SIGNIFICANTLY
STATUS	VERY HIGH	YELLOW	GREEN	BLUE	BLUE	BLUE
	HIGH	ORANGE	YELLOW	GREEN	GREEN	BLUE
	MEDIUM	ORANGE	ORANGE	YELLOW	GREEN	GREEN
	LOW	RED	ORANGE	ORANGE	YELLOW	YELLOW
	VERY LOW	RED	RED	RED	ORANGE	YELLOW

EVERY STUDENT

The San Mateo County Office of Education champions student success by encouraging the development of learning environments and experiences where all students can imagine and achieve.

EARLY LEARNING



SMCOE develops and sustains collaborative partnerships and provides direct professional development to support equitable, high-quality care for children birth through grade 3 and their families.

560 infants and toddlers were served through 45 full-day or part-day State preschool sessions in the 2016-17 school year

189 early childhood teachers were awarded stipends in 2017 for earning 282 college units and 2,334 professional growth hours

292 early childhood teachers were given 743 on-site coaching sessions, and 220 attended 47 trainings in 2017

228 parents and practitioners were served through networking events such as Parent CAFÉs and Friday CAFÉs in 2017

SPOTLIGHT:

THE BIG LIFT

SMCOE partners with the County of San Mateo, Silicon Valley Community Foundation, and other organizations in The Big Lift, a bold social venture that brings high-quality and connected learning experiences to 3,000 students in preschool to third grade each year, focusing on reducing chronic absence and summer learning loss and engaging families and the community to support learning in school and at home.

Big Lift Preschoolers are:

10

percentage points more likely to experience daily reading¹

27

percentage points more likely to be kindergarten-ready¹

15

percentage points more likely to have 20+ books at home¹

¹The Big Lift Participation and School Entry Indicators: Early Findings. RAND Corporation, 2017.

SAFE AND SUPPORTIVE SCHOOLS

INFORMATION SHARING

EMERGENCY RESPONSE
MENTAL HEALTH
SUICIDE PREVENTION
THREAT ASSESSMENT
CSEC/HUMAN TRAFFICKING
STUDENT LEADERSHIP

INFORMATION SHARING

COALITION FOR SAFE SCHOOLS AND COMMUNITIES

The Coalition includes several county agencies that collaborate on efforts to promote safe schools and communities. The Coalition promotes and trains staff on The Big Five, an emergency response plan for schools; coordinates mental health supports; and gives guidance on the Student Threat Assessment protocol and Suicide Prevention Toolkit.

52

stakeholders and partners worked to create the San Mateo County Suicide Prevention Toolkit that was made available to school districts in Fall 2017

SAFE ROUTES TO SCHOOL

San Mateo County Safe Routes to School encourages and enables school children to walk and bicycle to school through projects and activities that improve the health, well-being, and safety of children. Safe Routes to School is a national program that is locally funded by the City/County Association of Governments of San Mateo County (C/CAG).

SMCOE also coordinates Safe Routes to School for Health and Wellness, a Caltrans Active Transportation Program-funded initiative that embeds bicycle and pedestrian safety education into classroom teaching, develops school cultures that support safe and healthy school travel, and empowers parents and the school community to embrace active forms of transportation.

96

schools supported by SRTS in the 2016-17 school year

495

assemblies, rodeos, and educational events organized during the 2016-17 school year

FOSTER YOUTH

Foster Youth Services (FYS) is a program designed to serve the unique educational needs of children in foster care. FYS ensures appropriate placements and coordinates services and communication among schools, social service agencies, and foster youth caretakers. This work utilizes a trauma-informed approach to achieve positive outcomes for foster youth.

425

foster youth were served in the 2016-17 school year

RESPECT! 24/7

Respect! 24/7 is an anti-bullying and civility initiative that provides professional development for teachers and administrators and supports events for youth and community members. The initiative addresses cyber bullying, digital citizenship, disproportionate rates of suspension and expulsion, suicide prevention, positive school climate, safe schools and communities, and youth mental health.



STUDENT PROGRAMS

CAREER AND TECHNICAL EDUCATION

Career and Technical Education (CTE) develops future-ready students with the skills needed to compete for good jobs and pursue economic mobility. CTE employs an innovative approach to education that is academically challenging and aligned with real workforce needs. SMCOE is expanding CTE opportunities by developing industry advisory boards and internship programs. SMCOE programs are focused on the following five industry sectors:



Information and
Communication
Technologies



Biotechnology



Hospitality,
Tourism, and
Recreation



Arts, Media, and
Entertainment



Transportation



105

CTE programs at
San Mateo County
public schools

6

industry
advisory boards

OUTDOOR EDUCATION

SMCOE, in cooperation with local schools and the San Francisco YMCA Camp at Jones Gulch, conducts an award-winning environmental education program. During a week at Outdoor Education, students learn about the natural world, explore forest and beach ecosystems, and work together as a community.

5,500

San Mateo County students take part
in Outdoor Education each year



SPECIAL EDUCATION LOCAL PLAN AREA



PROGRAMS AND SERVICES

The San Mateo County Special Education Local Plan Area (SELPA) assists local education agencies (LEAs) in serving students with disabilities from birth to 22 years to ensure the rights of these students are protected. In particular, the San Mateo County SELPA provides the following services and programs:

- **Individualized Educational Program (IEP):** SELPA can provide assistance and support when parents, LEAs, or IEP teams encounter challenges in reaching a consensus on an IEP.
- **Child Find:** SELPA coordinates with community and local agencies to promote and support Child Find activities, which identify and serve children with disabilities.
- **Free Appropriate Public Education (FAPE):** SELPA supports LEAs in ensuring children with disabilities are served through educational programs that are free, appropriate, and provided in the public setting (FAPE).
- **Least Restrictive Environment (LRE):** SELPA advises LEAs in placing students with disabilities in the least restrictive environment, while meeting their unique needs, so they can receive a high-quality education alongside nondisabled peers.
- **Alternative Dispute Resolution (ADR):** SELPA implements a preventative ADR program to resolve disputes, enhance communication, improve relationships, and focus support team decisions.
- **Community Collaboration:** SELPA facilitates expert cohort teams, coordinates quarterly meetings for the Community Advisory Committee-Resource Parent Council, delivers information at the local and regional level, and participates in committees focused on students with disabilities.

11,207

students served during the 2016-17 school year

84

trainings provided to staff, partners, and parents during 2016-17

30

LEAs providing special education services in San Mateo County

168

Alternative dispute resolution engagements during the 2016-17 school year

\$3.5M

estimated cost savings of Alternative Dispute Resolutions versus due process hearings in 2016-17

COURT AND COMMUNITY

COURT SCHOOLS

Juvenile court schools provide public education for incarcerated youth. SMCOE operates three court school programs in partnership with the San Mateo County Probation Department to serve students who have been assigned by the Court or the Probation Department.

Each school provides a core academic program, which prepares students to be academically and socially successful and ultimately return to a district, achieve a high school diploma or a High School Equivalency Test (HiSET) certificate, or perform well on the California High School Proficiency Examination (CHSPE), and to attend postsecondary education, receive technical training, or enter the workforce.

Hillcrest School is located in the San Mateo Youth Services Center, a secure facility for youth who are detained and awaiting a hearing or court ordered placement. Students stay for an average of 35 days.

Margaret J. Kemp Camp for Girls and **Camp Glenwood for Boys** both provide a therapeutic environment to support students' social and emotional needs while also supporting academic growth. The average length of stay is one to two semesters.

COMMUNITY SCHOOLS

The Community Schools Program serves high school students who can benefit from an alternative school setting. The program provides a safe and supportive learning environment to encourage positive attendance, attitude, and academics. Students make up coursework, receive instruction in core areas required for graduation, participate in counseling, and engage in a small school environment that supports overall success.

Gateway Community School is a temporary education program that gives students referred by their district a chance to positively re-engage in their learning and make progress toward high school graduation. It is student-centered and adapted to meet individual needs.

Canyon Oaks Youth Center is a co-ed residential treatment program serving youth ages 12 to 17 in a therapeutic environment that helps youth regain mental and emotional stability and return to their community within the shortest possible time. School staff members use a trauma-informed approach and personalize the learning for each student in order to create a more interactive learning environment.

SPOTLIGHT: PROJECT CHANGE

Project Change provides wrap-around student support services, direct access to postsecondary education, and in-person college instruction for students in the juvenile justice system.

The project connects students to resources and programs at the College of San Mateo, including a college readiness summer bridge program, social and academic support services, and career and technical education programs. Students have access to a variety of resources on campus to enhance success.

A network of faculty and staff support students as they navigate their first year in college.



148

students served
through Project Change
in 2017

SPECIAL EDUCATION

SPECIAL EDUCATION SERVICES

SMCOE provides special education programs for students with low-incidence or moderate to severe disabilities, ages birth to 22, whose needs cannot be met solely within their local school district.

The Early Start Program serves children ages birth to three who qualify for low-incidence services that address hearing, vision, or orthopedic impairments.

Early Childhood Education Preschool Program ensures students with an individual education plan (IEP) have access to engaging learning environments and materials, a common curriculum, and developmentally appropriate instructional strategies.

K-12 Special Education Program provides instruction for students with moderate to severe disabilities. Many of the students in this program are in the high school and adult transition programs.

Related Services supports the capacity of local school districts to provide high-quality services to students in their own schools. SMCOE Related Services teachers provide direct support that addresses hearing impairment, adapted physical education, mobility and orientation, vision, and speech.

67

students enrolled
in Early Start
in 2016-17

21

students in Early
Childhood Education
in 2016-17

194

students enrolled in
K-12 Special Education
in 2016-17

481

students served through
Related Services
in 2016-17

LEARNING IN EARLY CHILDHOOD EDUCATION

Children ages birth to five years come to SMCOE's Early Childhood Education (ECE) Program to learn and play. ECE's special education teachers plan developmentally appropriate activities to support the growth of each child's communication, motor, self-help, social, and pre-academic skills.

ECE teachers view children's daily activities and routines, including play, as opportunities to facilitate learning. Every day, SMCOE teachers celebrate new developmental milestones as their students build their skills.



The San Mateo County Office of Education fosters an exceptional county-wide climate for teachers and the teaching profession by innovatively using resources and by cultivating broad public will to advance the profession.

TEACH SAN MATEO

EDUCATOR RECRUITMENT FAIR

The lack of qualified teachers is a recurring issue across the state. SMCOE addresses teacher shortages by providing districts and potential teachers opportunities to connect. One such avenue is the annual Educator Recruitment Fair, where school districts and charters from across the county can recruit qualified teachers and administrators.

300

potential teachers attend the Educator Recruitment Fair on average each year



TEACHER INDUCTION

Each student deserves a well-prepared teacher who has a strong foundation in instructional practices and relationship-building skills. SMCOE's Teacher Induction program supports educators in their first five years of teaching. Grounded in the California Standards for the Teaching Profession, the program assists teachers in engaging all students, creating and maintaining effective environments, understanding and organizing subject matter, planning instruction, designing learning experiences, assessing students, and developing as a professional educator.

The Teacher Induction program has three main features:

Teacher Coaching: Teachers are matched with an experienced, credentialed support provider, who meets with them several times a month.

Job Reflection: Teachers reflect on what they need to individually grow and thrive as a teacher. They set professional goals grounded in their day-to-day needs and teaching standards.

Equitable Practices: The program assists teachers in developing culturally relevant teaching practices and developing a universal design that meets all students' learning.

148

teachers have cleared their special education credential since 2010

308

teachers participated in the induction program in 2017

2,658

teachers have cleared their general teaching credential since 2002

EDUCATOR DEVELOPMENT

CREDENTIALING

SMCOE helps ensure that all teachers, service providers, and administrators are appropriately certified and assigned in compliance with both state and federal mandates. SMCOE assists educators in obtaining credentials, certificates, and permits issued by the California Commission on Teacher Credentialing (CTC). It also provides training and support to assure that highly qualified, properly credentialed teachers and administrators are serving the educational needs of students throughout San Mateo County.

SMCOE offers administrative credentialing programs, including:

Preliminary Administrative Services Credential Program (PASC): PASC is a one-year accelerated program designed for full-time educators seeking an administrative credential. It combines classwork with fieldwork and observations.

Professional Clear Administrative Services Credential Program (ACT II): ACT II is a two-year induction program that is coaching-based and grounded in the California Professional Standards for Educational Leaders and 21st century leadership skills.

“Having a cohort of administrators in ACT II helped me to understand different aspects of administration outside of my own ‘bubble.’ As we delved into the California Professional Standards for Educational Leaders, I realized that I could possibly effect change in ways beyond my immediate and pressing duties and tried to look at how I could focus on each standard from a new view.

Principal
ACT II Graduate

30

administrators participated in PASC in 2017

81

administrators participated in ACT II in 2017

5,018

certificated teachers in San Mateo County¹

19.9

students for every one teacher in San Mateo County¹

PROFESSIONAL LEARNING

SMCOE believes effective professional development fosters educators’ personal and professional growth and enables educators to prioritize student needs.

SMCOE offers a diverse array of professional learning offerings, customized sessions, and coaching for teachers. Professional development offerings incorporate active learning, support collaboration, use models of effective practice, provide coaching and expert content, and offer feedback and reflection.



¹ <https://www.ed-data.org/county/San-Mateo>

The San Mateo County Office of Education encourages equitable academic outcomes across San Mateo County school districts through proactive outreach, responsive services, and collaboration.

INSTRUCTIONAL SUPPORT

ENGLISH/LANGUAGE ARTS, HISTORY, AND SOCIAL SCIENCES

SMCOE supports teaching and learning through professional development programs that develop district and school capacity to align curriculum to State Standards and frameworks for both English/language arts (ELA) and history-social studies. SMCOE offers customized technical assistance, trainings to help administrators bolster students' early literacy skills, and strategic reading interventions when necessary.

SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH

SMCOE's Science, Technology, Engineering, and Math (STEM) Center collaboratively designs and facilitates learner-centered experiences that support educators in preparing students to improve the world. The STEM Center offers diverse professional learning opportunities; connects schools, communities, and stakeholders; and catalyzes promising learning models.

ENGLISH LEARNER SERVICES

SMCOE supports English learner achievement by providing teachers and administrators opportunities for collaboration, communication, and networking. SMCOE provides resources, coaching, professional learning, and other services to help schools promote student achievement. In addition, SMCOE awards the Seal of Biliteracy to students who attain proficiency in two or more languages.

233

professional development trainings were offered by SMCOE curriculum staff in 2016-17

SPOTLIGHT:

COUNCIL FOR INSTRUCTIONAL IMPROVEMENT

Representatives from school districts across the county gather throughout the year for the Council for Instructional Improvement (CII), a long-standing and important program that brings together district level administrators who make curriculum and instruction decisions. Participants receive state, federal, and curriculum updates; learn new strategies in areas such as systems thinking, continuous improvement, and research-based frameworks of inquiry; review district data; and create action steps to improve district performance.

4

CII meetings in the 2016-17 school year

101

district administrators attended CII meetings in 2017

39

professional learning networks are facilitated and/or participated in by SMCOE curriculum staff

SUPPORTING BUSINESS SERVICES

BUSINESS SUPPORT TO DISTRICTS

SMCOE provides business, technical, and advisory services to school districts in San Mateo County to assist them in maximizing revenues; ensuring compliance with accounting, legal, and other reporting requirements; and maintaining accurate, efficient, and cost effective business operations. SMCOE facilitates payroll services and retirement reporting to the California Teachers' Retirement System (CalSTRS) and the California Public Employees' Retirement System (CalPERS).

35,465

payroll checks were produced in 2017

17,039

W2s were generated in 2017

91,151

vendor payments for goods and services were processed in 2017

3,075

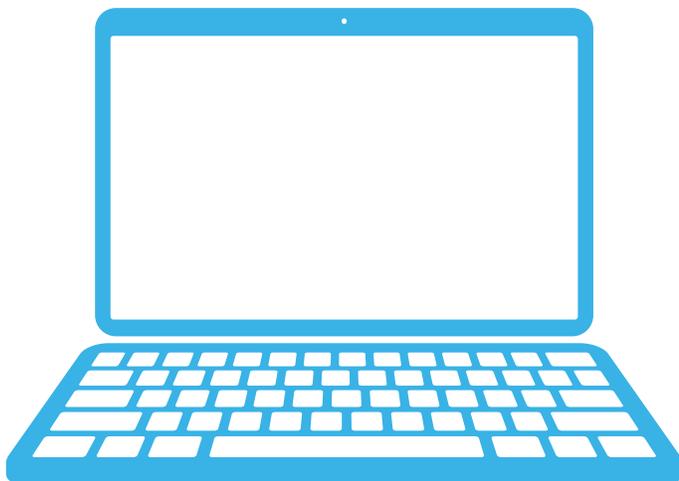
1095-Cs (medical insurance statements) were produced in 2017

SERVICES FOR DISTRICTS

- Accounting and Finance Support
- Cash Management
- Payroll and Purchasing
- Financial Systems Implementation
- Attendance Reporting
- LCFF Calculating
- Audit Reports Review
- Property Tax Apportionment
- Revenue Apportionment
- Vendor Payment Audits
- Temporary Borrowing

NETWORK SUPPORT TO DISTRICTS

SMCOE's technology team provides direct network support to districts within the county. This service increases the capacity of school districts to respond more effectively to student needs. In addition, SMCOE provides training and professional development on various technologies as well as real-time, on-the-ground assistance to districts.



12

districts across San Mateo County receive network support from SMCOE

60,000

devices are managed by SMCOE Information Technology Services

The San Mateo County Office of Education aims high to become an organization that can both weather change and shape the future of education in San Mateo County.

STRATEGIC PLAN



OVERVIEW

SMCOE launched its five-year strategic plan in 2017 to more effectively achieve excellence and equity in education throughout San Mateo County. The plan is centered around developing successful students, inspired teachers, effective school districts, forward thinking policies, and continuous learning.

The first phase is focused in three areas:

- Organizational Culture and Climate
- Think/Do Hubs
- Teaching Profession

ORGANIZATIONAL CULTURE AND CLIMATE

To effectively provide services to students, schools, and districts within the county, SMCOE seeks to build an organization-wide culture of continuous learning, collaboration, and excellence. Several workgroups are addressing topics such as cultural humility, growth mindset, trauma-informed practices, interdepartmental collaboration, and employee engagement.

SPOTLIGHT: WORKGROUPS

SMCOE strongly believes in engaging employees and stakeholders to strengthen its programs and services.

Employees are engaged in workgroups that focus on strategic plan deliverables. These groups meet periodically throughout the year and work on initiatives such as creating an employee survey, elevating and celebrating teachers, writing a strategic communications plan, and developing several think/do hubs.

14

strategic deliverables to reach by 2019

16

workgroups focused on achieving strategic plan goals

274

employees and partners actively engaged in strategic plan workgroups

THINK/DO HUBS

OVERVIEW

As part of its strategic plan, SMCOE seeks to become the county's source for data, research, and community resources that promote Preschool-12 excellence, equity, and innovation. To accomplish this, SMCOE has launched several “think/do hubs” – areas of focus where educational innovation can be incubated and promising practices can be shared.

ENVIRONMENTAL LITERACY

Environmental literacy equips students with the knowledge, skills, and experiences to act individually and collectively to create an environmentally sustainable, socially just, and economically viable world. While environmental education is not new to SMCOE, the organization expanded its programs in 2017 to focus on sustainability. SMCOE began coaching districts on how to develop Environmental Sustainability Strategic Plans, launched the One Planet Schools Challenge, developed a comprehensive website rich with resources, began facilitating professional learning, launched an Environmental Youth Leaders Network, and initiated a network for environmental education community partners. In addition, the Environmental Literacy Hub supports work to make SMCOE's internal operations more environmentally friendly.



CENTER FOR LEARNING ANALYTICS

The Center for Learning Analytics (CLA) analyzes and interprets data for San Mateo County school districts. It provides quality, innovative services that foster a culture of data-informed practices designed to achieve equity and improve educational outcomes for all students. CLA's services include data analysis, data visualization, network facilitation, and training and workshop facilitation. Through these services, CLA provides relevant and adaptive tools, resources, and professional learning opportunities for district staff to meet student needs.

MAKER-CENTERED LEARNING

Making can help every school to stimulate and organize real-world, student-driven learning. SMCOE provides schools with guidance and professional development to jumpstart and sustain maker education in classrooms. These makerspaces give students exposure and access to topics ranging from making and design to coding and robotics. By providing a flexible classroom environment, students are better able to direct their own learning, solve problems that matter to them, and develop the creative confidence they need to succeed beyond school.

Beginning in the 2016-17 school year, SMCOE partnered with Google, Maker Ed, and the Children's Museum of Pittsburgh to support 11 schools in developing or refining their maker-centered learning practices. In the 2017-18 school year, SMCOE supported 15 educators in earning their Maker Educator Certificate through Sonoma State University and taught the program's Making for Educators course.

THINK/DO HUBS



MULTI-TIERED SYSTEM OF SUPPORT

The Multi-Tiered System of Support (MTSS) is a framework for improving student learning outcomes. It is implemented across the state through the California Scale-Up MTSS Statewide (SUMS) Initiative, which addresses academic, behavioral, and social-emotional learning in a fully integrated system of support that includes family and community engagement, administrative leadership, integrated education, and inclusive policy and practices.

SMCOE leads this statewide initiative for the Bay Area region, helping local counties and districts understand and implement MTSS. Educators across the Bay Area receive training and support on developing resources, engaging families, integrating curriculum, and improving policies.

LAB SCHOOLS

Lab schools are often operated in association with a university, college, or other institution and used to train teachers, conduct educational research, and develop educators professionally. At SMCOE, the lab school model provides a framework to innovate instruction for SMCOE-operated programs. By collaborating across divisions and engaging county-wide partners, SMCOE aspires to implement 21st century instruction models and provide innovative spaces for professional growth and high student achievement.

At SMCOE, lab school models are being developed for its Early Childhood Education (ECE) preschool program, alternative community schools, and K-12 Special Education schools. Lab schools will implement best practices, serve more students, and provide rich training environments for the educator workforce.

3

lab school models
at SMCOE

45+

stakeholders engaged
in developing the ECE
lab school design

P-3 ALIGNMENT

Preschool to third grade (P-3) alignment recognizes that children's early development happens along a continuum, and early educational experiences should be connected and integrated. P-3 reform efforts focus on policy and practice changes in multiple areas (leadership, instruction, professional development, assessments, and data) and across multiple grades and school systems (e.g., nonprofit and private preschool, public preschool, early elementary, and community organizations) to improve the quality and coherence of children's learning. When effectively implemented, P-3 alignment can lead to improved student outcomes for all students.

SMCOE is working with community partners to launch a P-3 Hub that can serve as a resource and provide technical assistance to districts interested in meaningful P-3 efforts. A working group is currently developing a pilot proposal and targeting the 2018-19 school year for implementation.



TEACHING PROFESSION

4

San Mateo County high schools exploring an Educators Rising club

EDUCATORS RISING

Educators Rising provides students with a path to becoming accomplished teachers, beginning in high school and extending through college and into the profession. Starting in high school, Educators Rising provides passionate young people with hands-on teaching experience, sustains their interest in the profession, and helps them cultivate skills to become successful educators.

CLASSIFIED SCHOOL EMPLOYEE TEACHER CREDENTIALING PROGRAM

The California Classified School Employee Teacher Credentialing Program addresses the teacher shortage in the county by awarding \$4,000 per year to classified staff at educational institutions across San Mateo County to assist them with the cost of books, fees, and tuition while attending an institution of higher learning.

50

employees participated in 2016-17

50%

are pursuing a Special Education Credential

32%

are pursuing a Multiple Subject Credential

18%

are pursuing another type of credential

ELEVATING AND CELEBRATING TEACHERS THROUGH ECET²

“Events like ECET² help retain teachers by reviving our spirits and boosting our morale to continue teaching. It is empowering and at the same time enlightening to know that our struggles are real and not something all of us just created in our minds...ECET² helps teachers in the Bay Area realize one of the most important things that many people lose sight of: What we do matters, and so do we.

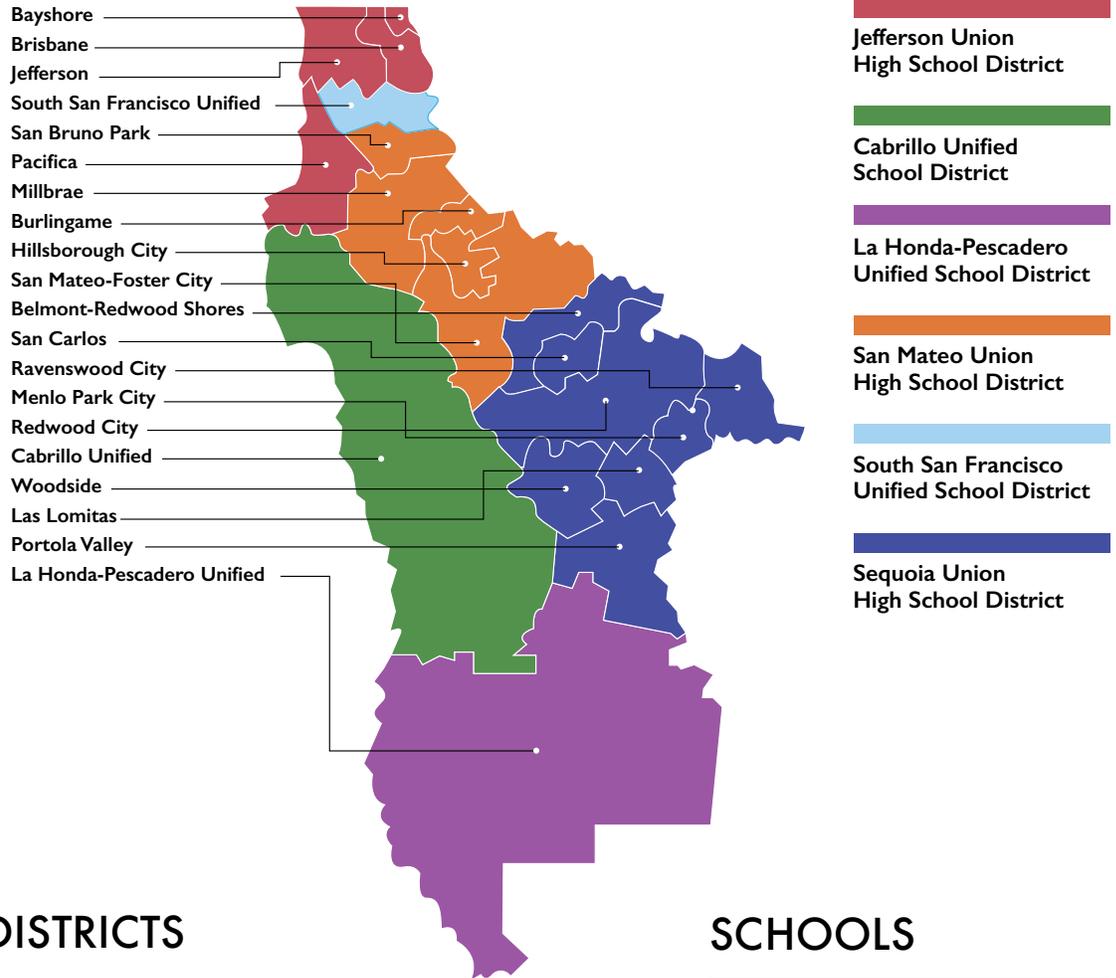
Jocel Ibañez-Lazarito
SMCOE Program Specialist/
Teacher Consultant

Elevating and Celebrating Effective Teachers and Teaching (ECET²) Bay Area is a special event modeled after an annual national conference of teacher leaders designed to provide a forum for exceptional teachers to learn from one another and celebrate the teaching profession. The convening is based on the belief that teachers are influential in creating educational and economic opportunities for children, and the degree to which teachers collaborate with, learn from, and support one another impacts their ability to ensure students thrive in the educational environment. The event is organized around the following six objectives:

1. Nurturing trust among teachers
2. Focusing on each teacher's potential for growth
3. Inspiring both the intellect and the passion that drives teachers in their work
4. Providing time for collaboration and learning
5. Putting teachers in the lead
6. Recognizing teachers as talented professionals

Sponsored by the Gates Foundation in collaboration with SMCOE, ECET² Bay Area gives teacher leaders and teacher teams the opportunity to engage around a particular theme, hear teacher keynote addresses, attend teacher-led breakout sessions, and engage in Colleague Circles to share and address common challenges.

DISTRICT OVERVIEW



DISTRICTS

Elementary

- Bayshore
- Belmont-Redwood Shores
- Brisbane
- Burlingame
- Hillsborough City
- Jefferson
- Las Lomas
- Menlo Park City
- Millbrae
- Pacifica
- Portola Valley
- Ravenswood City
- Redwood City
- San Bruno Park
- San Carlos
- San Mateo-Foster City
- Woodside

High School

- Jefferson Union
- San Mateo Union
- Sequoia Union

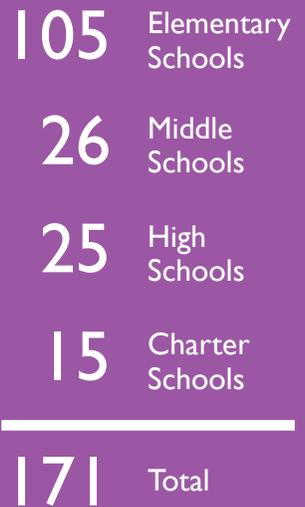
Unified

- Cabrillo
- La Honda-Pescadero
- South San Francisco

San Mateo County Community College District

- Cañada College
- College of San Mateo
- Skyline College

SCHOOLS



CHARTER SCHOOLS

WHAT ARE CHARTER SCHOOLS?

Charter schools are tax-funded public schools organized by a group of teachers, parents, and community leaders or a community-based organization and sponsored by an existing local public school board, county board of education, or state board of education.

Just like other public schools, charter schools can provide instruction in grades transitional kindergarten through twelve. Unlike other public schools, their goals and operating procedures are detailed in an agreement (or charter) between the sponsoring board and charter organizers, and can vary with each school. A charter school is exempt from many of the regulations that apply to school districts.

15 public charter schools
in San Mateo County

7,603 students enrolled in a
public charter school

OXFORD DAY ACADEMY

Established in 2017 under SMCOE, Oxford Day Academy (ODA) focuses on developing intelligent, empathetic young leaders by engaging students in their local community in East Palo Alto and using hands-on experiences to design think through social issues.



CHARTER SCHOOLS IN SAN MATEO COUNTY

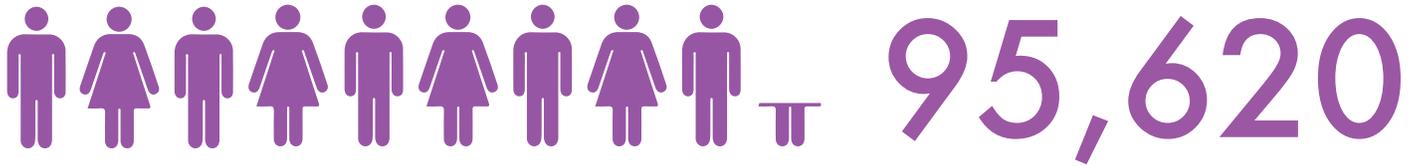
Aspire East Palo Alto Charter
California Virtual Academy San Mateo
Connect Community Charter School
Design Tech High School
East Palo Alto Academy
East Palo Alto Phoenix Academy
Everest Public High School
KIPP Excelencia Community
Preparatory – Hoover
KIPP Excelencia Community
Preparatory – Taft
KIPP Valiant Community Preparatory
Oxford Day Academy
Rocketship Redwood City
Preparatory – Kennedy
San Carlos Charter Learning Center
Summit Public Schools: Shasta
Summit Preparatory Charter High School

DESIGN TECH HIGH SCHOOL

Sponsored by the San Mateo Union High School District, Design Tech High School (or d.tech) focuses on teaching 21st century skills such as collaboration, communication, and critical thinking through personalized, self-directed, and hands-on learning. D.tech is located on Oracle's campus in Redwood Shores and partners with the Oracle Education Foundation to provide technology classes and internship opportunities to students. D.tech is the first public high school in the country to be located on a corporate campus.

128 d.tech students graduating
in 2018 as part of the school's
first graduating class

DEMOGRAPHICS



STUDENTS ENROLLED IN PUBLIC SCHOOLS IN SAN MATEO COUNTY¹

30,716

Students Receiving Free and Reduced Price Lunches¹

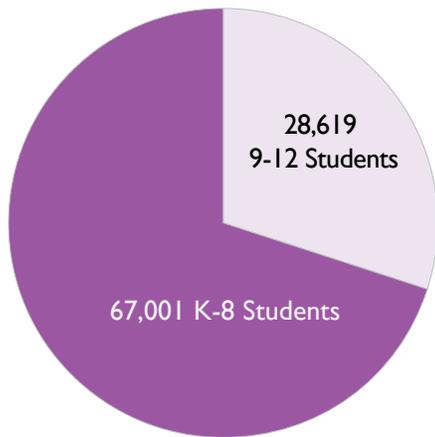
33,295

Students who are Socioeconomically Disadvantaged¹

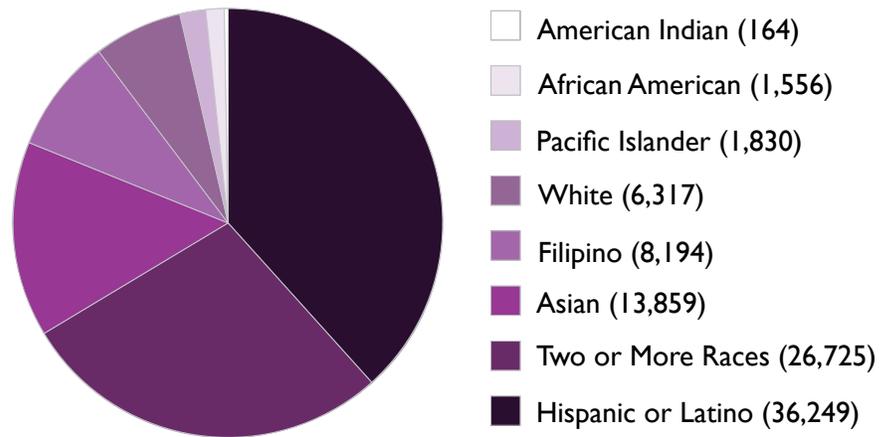
21,988

Students who are English Learners¹

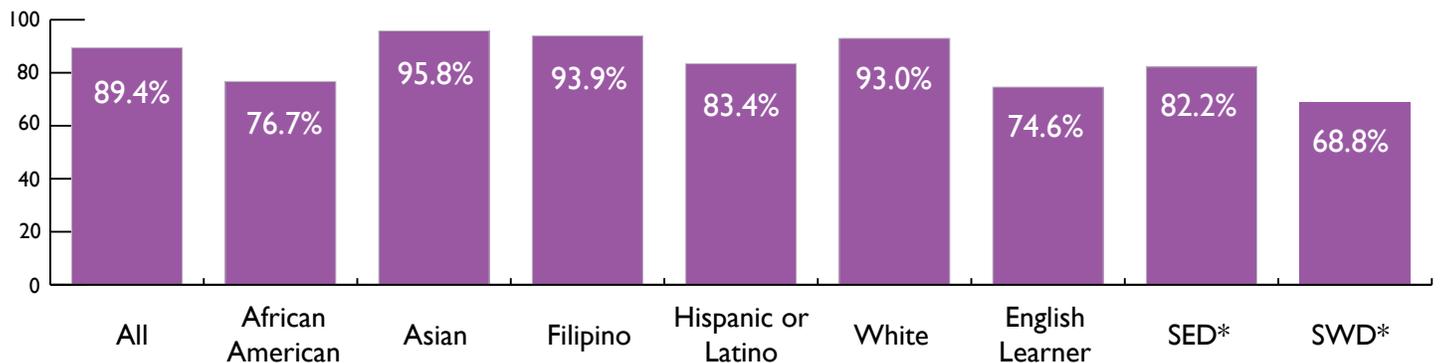
BY GRADE LEVEL¹



BY ETHNICITY¹



GRADUATION RATES¹



*Socioeconomically Disadvantaged

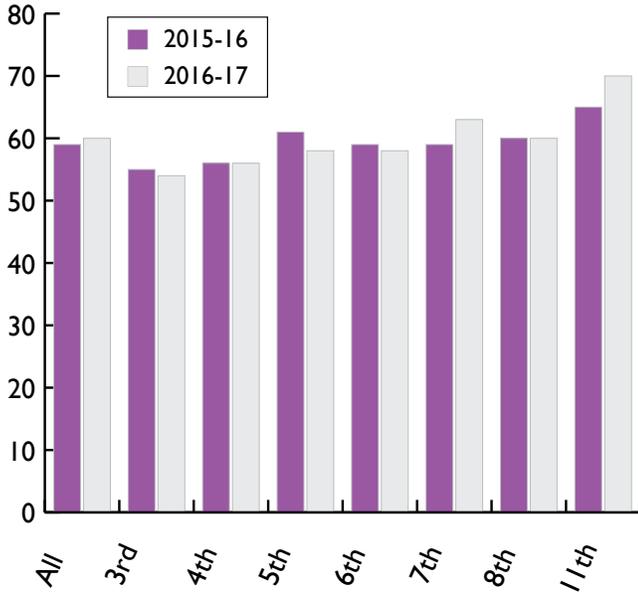
**Students with Disabilities

¹ DataQuest

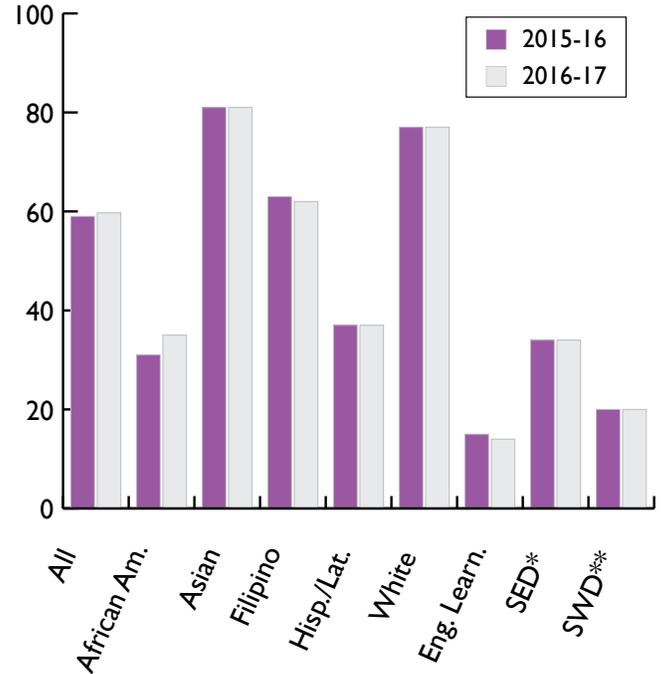
STUDENT ACHIEVEMENT

ENGLISH LANGUAGE ARTS/LITERACY¹

Percent of students (by grade level) meeting or exceeding state standards on the Smarter Balanced Assessments



Percent of students (by student group) meeting or exceeding state standards on the Smarter Balanced Assessments

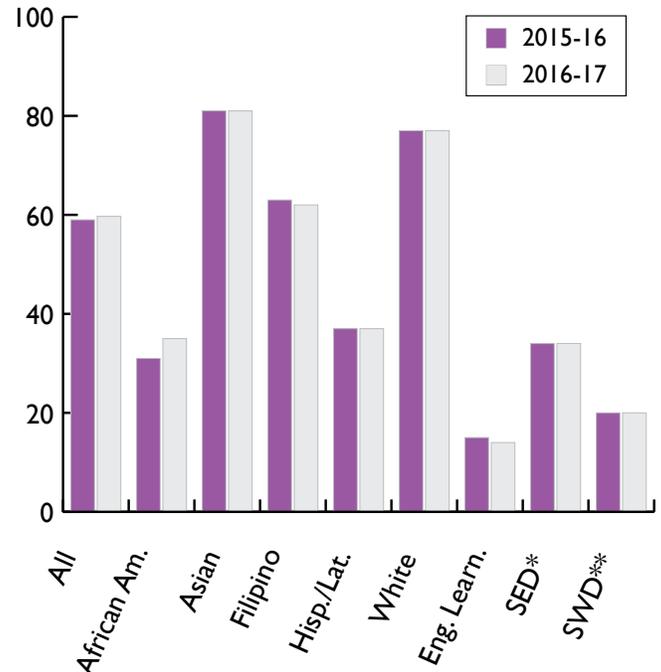


MATHEMATICS¹

Percent of students (by grade level) meeting or exceeding state standards on the Smarter Balanced Assessments



Percent of students (by student group) meeting or exceeding state standards on the Smarter Balanced Assessments



*Socioeconomically Disadvantaged

**Students with Disabilities

¹ DataQuest

SCHOOL SPENDING

2016-17 SAN MATEO COUNTY SPENDING PER STUDENT¹

Elementary School Districts ¹	Spending per Student
Bayshore	\$13,004
Belmont-Redwood Shores	\$10,307
Brisbane	\$16,726
Burlingame	\$9,894
Hillsborough City	\$18,850
Jefferson	\$10,780
Las Lomas	\$18,022
Menlo Park City	\$15,903
Millbrae	\$9,442
Pacifica	\$9,927
Portola Valley	\$22,860
Ravenswood City	\$16,282
Redwood City	\$12,315
San Bruno Park	\$10,321
San Carlos	\$11,564
San Mateo-Foster City	\$10,151
Woodside	\$25,385

High School Districts ¹	Spending per Student
Jefferson Union High	\$11,901
San Mateo Union High	\$16,990
Sequoia Union High	\$16,658

Unified School Districts ¹	Spending per Student
Cabrillo Unified	\$10,747
La Honda-Pescadero Unified	\$18,615
South San Francisco Unified	\$11,027

County-Level Data ¹	Spending per Student
County Average	\$12,773

CALIFORNIA RANKINGS IN EDUCATION SPENDING

Though California has the fifth-largest economy in the world, the state falls in the nation's bottom quintile on nearly every measure of public K-12 school funding.

California has consistently underfunded public education while adding new requirements and raising standards. Adequate funding is especially an issue in San Mateo County, where districts struggle due to the high cost of housing, goods, and services.

SMCOE firmly believes that districts must receive full and fair funding to prepare students for college, career, and civic life.

41st in per-pupil funding²

45th in percentage of taxable income spent on education³

45th in student-to-teacher ratio²

48th in student-to-staff ratio³

¹ <https://www.cde.ca.gov/ds/fd/ec/currentexpense.asp>

² National Education Association (2015-16)

³ National Center for Education Statistics (2014-15)



**SAN MATEO
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EDUCATION**

Excellence and Equity in Education

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