



PRESIDIO KNOLLS
SCHOOL 普利西学校

STRATEGIC PLAN

2022 - 2028

History & Context



Our History

Progressive education is our approach to teaching....which means that we attend to the whole child, not just to the academics. We want to prepare our students to live healthy, connected, just, and successful lives by ensuring they have the social-emotional skills, as well as the knowledge, to pursue their passions.

Pioneering the convergence of Progressive and Mandarin

PKS was founded in 2008 with the belief that Mandarin immersion could be done differently with a focus on character development as much as intellectual development. In joining progressive and Mandarin immersion, we aim to develop lifelong learners who are globally competent and strive for deep understanding of themselves, those around them, and the world beyond.

Our unique approach is rooted in the following evidence-based practices and outcomes:



Belonging sets the stage for learning.



Mindsets and skill sets are more important than content.



Learning with authentic purpose drives rigor and engagement.



Students should be empowered to direct their own learning and deep inquiry.



Language acquisition engenders cognitive benefits, and so much more.



There are multiple pathways to, and measures of, success.



Students can be effective agents of change for social justice.

PRESIDIO KNOLLS SCHOOL 普利西学校

To nurture the young heart and mind in a joyful learning environment, where the convergence of progressive education and Mandarin immersion ignites curiosity, connectedness, and engagement in the world.

2008 IDEA

Presidio Knolls opens as a two-room Reggio Emilia-inspired Mandarin immersion preschool near the Presidio.

2011 START-UP

The Board of Trustees votes to open a K-8 program in response to demand, relocating to our current space in SoMa.

2016 GROWTH

We purchase our current property, paving the way for a large-scale renovation as we transform our campus into a 70,000 sq ft San Francisco institution.

2019 VALIDATION

PKS is fully accredited by the California Association of Independent Schools (CAIS) and the Western Association of Schools and Colleges (WASC).

2021 STABILITY

Our first 8th grade class, the "Pioneer Class," graduates, beginning a legacy of PKS students who succeed in high school and beyond.

2028 OPPORTUNITY

A joyful environment for lifelong learners to create positive, long-lasting impact locally and globally.

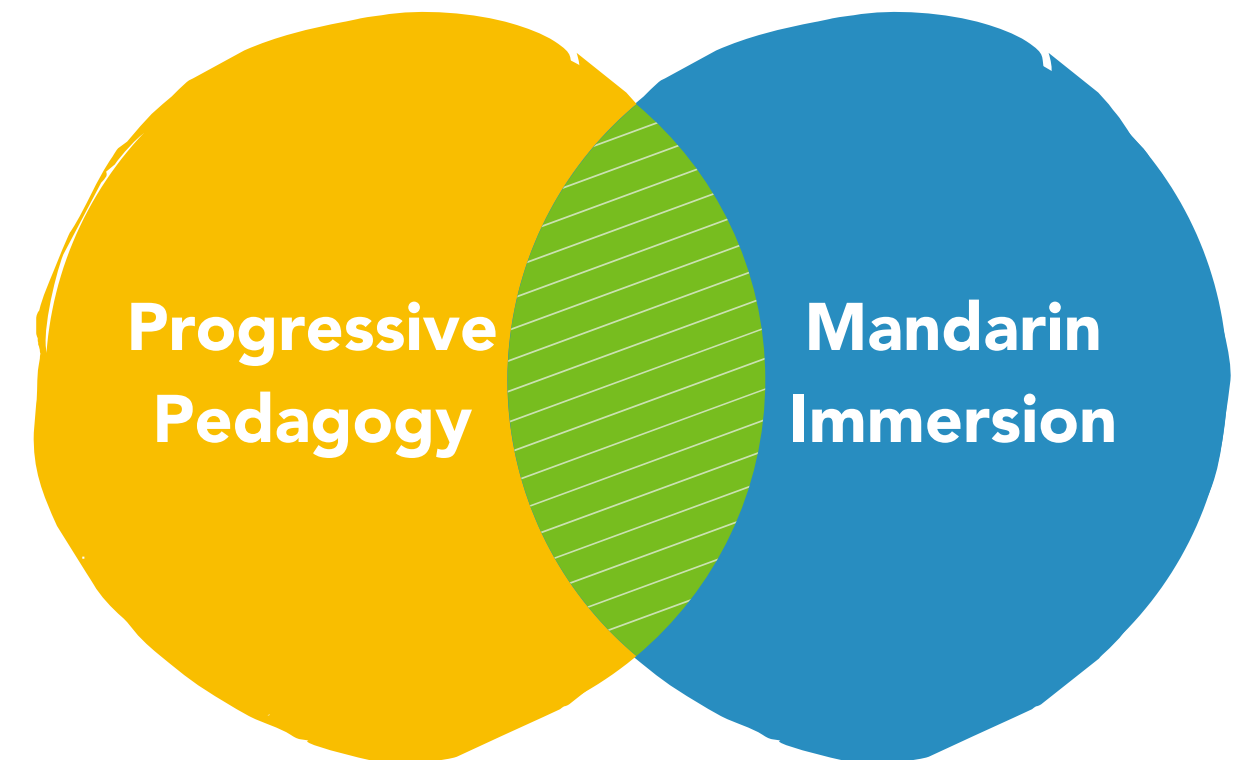
The scope of this strategic plan takes us through our 20th year of pioneering the convergence of progressive education and Mandarin immersion.

PKS STRENGTHS TO LEVERAGE AS WE APPROACH OUR 20TH YEAR...

We are unique. We are pioneers in blending progressive pedagogy and Mandarin immersion.

We have a strong community committed to the mission of our school.

We have a solid foundation and a passionate and effective leadership team to drive us forward.



Our Next Chapter



Dear PKS Community,

In its amazing fourteen year history, PKS has never been in a better place - the strength of our community is truly a daily inspiration, as is the resilience and flourishing of students, faculty and staff, and the amazing joyful learning that happens within and beyond the walls of our campus. We show what is possible when you combine Mandarin immersion and progressive pedagogy.

After a year of strategic planning, we are thrilled to share with you our next steps and our long term goals. As we approach our 20th year anniversary in 2028, our vision is to continue living our mission, fostering a joyful environment for lifelong learners to create positive, long-lasting impact locally and globally. We continue to build something special and hope to position ourselves as an academic hub that inspires joyful learning and curiosity for all.

We are proud to call our students upstanders who have developed an insatiable curiosity for others and the world around them. And we hope that as our students become PKS alumni, they will forever feel a sense of belonging within our front gates, knowing that our community will cherish them always. Of course, none of this would be possible without our incredible community of students, teachers, parents, and staff who have shown PKS immeasurable support. We are thrilled to be moving forward with you all and to see the growth that is in store for us.

Chris Livaccari | 李克立 | Head of School

A handwritten signature in black ink that reads "Chris Livaccari". The signature is written in a cursive, flowing style.

Our Strategic Planning Journey

High-performing schools regularly self reflect to identify strengths, address areas for improvement, and prepare for future opportunities. Our strategic planning journey started in the fall of 2021 and continued through the spring of 2022. An important outcome of this process is the articulation of our priorities as we approach our 20th year in 2028 and enter the next chapter of our school's history.



Strategic Plan



Our Mission

Our mission is the reason we're here. (This hasn't changed.)

To nurture the young heart and mind in a joyful learning environment, where the convergence of progressive education and Mandarin immersion ignites curiosity, connectedness, and engagement in the world.

The mindsets and skill sets of PKS faculty, staff, families, and students when we live our mission.

Connected

We consider multiple perspectives and are compassionate with others.

Curious

We are resilient, creative thinkers with a growth mindset.

Engaged

We are globally-minded and socially just.



Progressive + Mandarin Immersion

We know ourselves and the world around us.

Our Priorities

Our most important areas of focus for the next 6 years in order to continue delivering on our mission.



Focus on the **STUDENT EXPERIENCE**

Our students' sense of belonging will always be foundational to learning, and as a relatively young school we need to continue investing in academic excellence and the co-curricular program.



Nurture our **PEOPLE and COMMUNITY**

People are what make PKS special, so we need to foster a more diverse community where everyone has opportunities for growth and engagement.



Connect **LOCALLY and GLOBALLY**

As we emerge from the global pandemic, connection has never been more important. Ensuring we connect within our community and beyond is critical to the ethos of PKS.



Lead with **STABILITY and GROWTH in mind**

We have the opportunity to continue leading with our innovative approach while ensuring our model of education is financially responsible and poised for future growth.

Focus on the student experience

Our students' sense of belonging will always be foundational to learning, and as a relatively young school we need to continue investing in academic excellence and the co-curricular program

Belonging | Ensure all students feel a sense of belonging, which is foundational to learning.

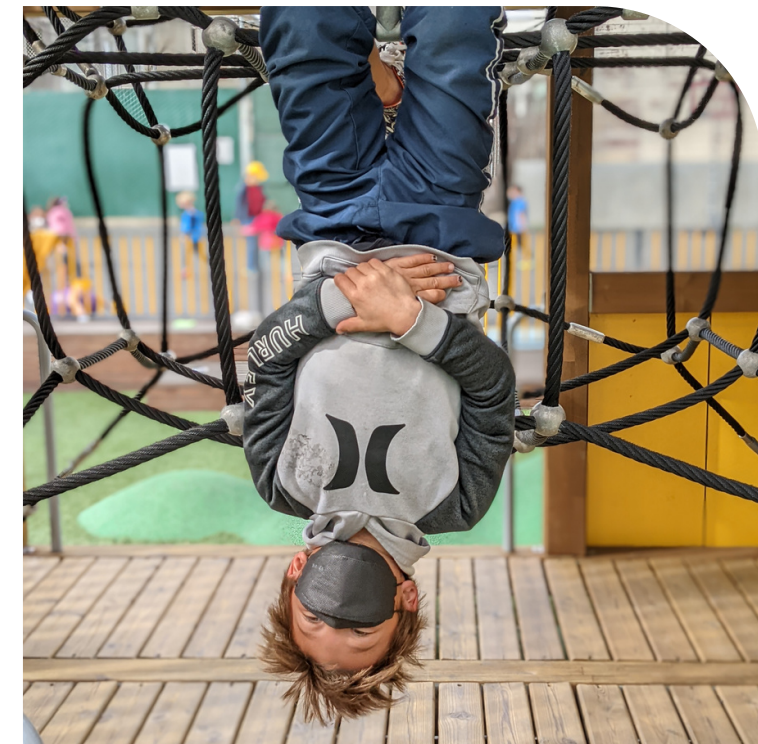
- Examine our curriculum and programs, policies and practices, and facilities to ensure a learning environment in which students feel seen, heard, and supported
- Support faculty in their development in fostering inclusion and belonging both within and between classrooms
- Clarify and refine PKS's ability to identify and support neurodiversity among students
- Increase cross-division, cross-subject, and cross-grade collaboration among students and faculty

Academic Excellence | Continue to develop the academic program to support the intellectual pursuit of inquiry.

- Enrich our instructional practices to ensure that each grade and division fully prepares students for the next
- Develop a suite of competencies to serve as key impact measures of programmatic success (e.g. PKS Graduate Profiles)
- Continue refining a system for measuring and reporting on learning and growth aligned to progressive educational philosophy

Co-curricular Program | Evaluate and ensure students have access to a robust program that supports their development and leverages PKS strengths.

- Continue to formalize and implement social-emotional learning programs to support mental health and wellness of students
- Audit the current program offerings to ensure students have more direct opportunities to learn and grow in creativity, collaboration, idea generation, and critical thinking (e.g. Arts, Music, etc.)
- Set and clearly communicate PKS program offerings that align with PKS's strengths, while providing guidance on programs outside of PKS's offerings



02

Nurture our people and community

People are what make PKS special, so we need to foster a more diverse community where everyone has opportunities for growth and engagement.

Diversity & Inclusion | Expand the diversity of backgrounds, identities, and lived experiences of PKS students, families, faculty and staff.

- Develop a shared understanding of how we define diversity and inclusion work at PKS
- Examine and re-envision our tuition assistance program to increase socioeconomic diversity in the PKS community in a sustainable and meaningful way
- Expand the racial diversity of faculty and staff

Faculty & Staff | Recruit, retain, and support faculty to grow as high-performing and mission-aligned members of the community.

- Establish a competitive compensation and benefits package for current and incoming faculty and staff
- Foster a sense of belonging and well-being among faculty and staff
- Provide opportunities for faculty and staff to continue to grow through professional development both on and off-campus
- Evaluate and clarify career pathways for faculty and staff to grow and lead within and beyond PKS

Community Roles | Clarify and cultivate roles that the members of our community can play to best support the current needs of our school.

- Create and provide opportunities for PKS students to lead and contribute to something greater than themselves
- Refine ways in which parents/guardians/families can contribute to the school through their time, talent, and financial support
- Engage with local community members and organizations in order to create sustainable partnerships and mentorships for students



Connect locally and globally

As we emerge from the global pandemic, connection has never been more important, and ensuring we connect within our community and beyond is critical to the ethos of PKS.

School Connections | Continue to cultivate a strong PKS community that connects students, alumni, families, faculty and staff to one another and to the school.

- Focus on creating opportunities for current students to connect with one another within and across grade-levels
- Establish a sustainable way to engage with alumni post-graduation and help them see themselves as integral parts of our growing community
- Provide parents/guardians/families opportunities to cultivate a deeply passionate and connected community
- Prioritize faculty and staff collaborations and connections to build strong relationships

Local Connections | Create meaningful and mutually beneficial partnerships in San Francisco and the Bay Area.

- Create authentic and meaningful connections to our neighborhood and San Francisco
- Incorporate service learning, social justice, and civic engagement into our curriculum and teacher development
- Evaluate existing partnerships and pursue new local partnerships to provide service-learning opportunities and new program offerings

Global Connections | Foster a global network to expand our impact and provide students opportunities to engage with communities beyond their own.

- Develop global experiences that connect people, ideas, and organizations from around the world in service of student learning
- Seek out and support efforts to create connections around global issues and current events within our curriculum
- Prioritize opportunities for students to investigate the world, recognize their perspectives, communicate ideas, and take action as global citizens



04

Lead with stability and growth in mind

We have the opportunity to continue leading with our innovative approach while ensuring our model of education is financially sustainable and poised for future growth.

Communication | Leverage our strengths in both internal and external messaging to retain and attract families who see themselves long-term as part of the PKS community.

- Help families better understand our unique evidence-based approach and the milestones of student progress
- Streamline communication processes and tools with families, faculty/staff, and community
- Clearly articulate the PKS value proposition and uniqueness as a pioneer of progressive Mandarin immersion education in our marketing and admissions efforts
- Create greater recognition of the excellence of our model and raise our profile among families not actively seeking a language immersion education

Business Model | Evaluate and evolve our business model to support a steady-state enrollment that allows PKS to deliver on its mission.

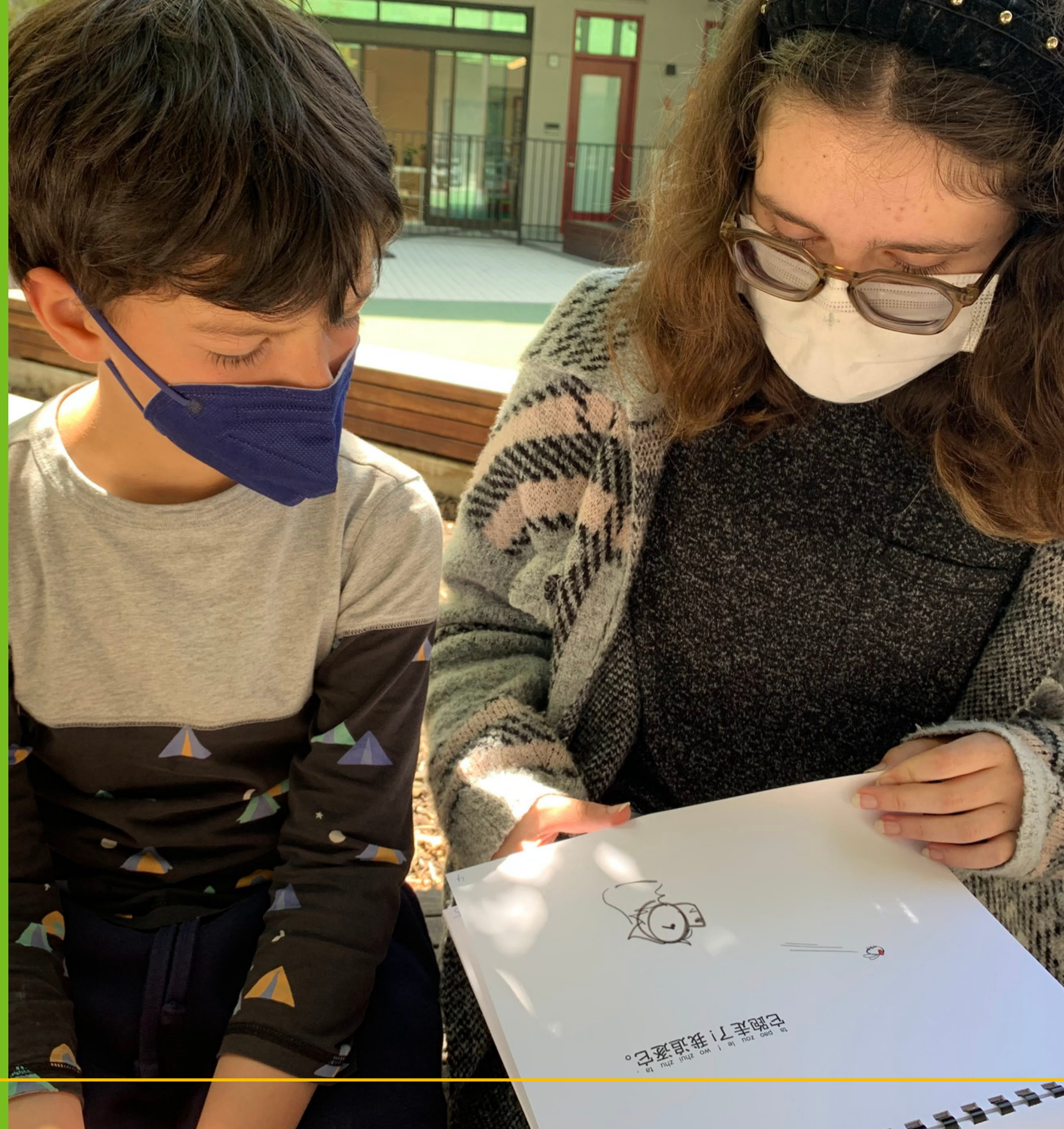
- Explore business models that leverage PKS's position as an exemplar of progressive language immersion education
- Revisit steady-state enrollment scenarios and consider future growth
- Become a hub for innovation around the convergence of progressive and Mandarin immersion

Facilities | Create and maintain joyful learning environments that inspire curiosity and creativity within all campus spaces.

- Continue with the upgrade of the L-Wing building, while exploring opportunities presented by its potential expansion
- Determine timeline, feasibility, and a compelling vision to raise capital for an L-Wing expansion
- Determine ways to increase and reimagine space at PKS to meet our needs



Summary & Acknowledgments



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Gratitude for Strategic Planning Leaders

PRESIDIO KNOLLS SCHOOL 普利西学校

Thank you to our volunteer Task Force

2021-2022 Strategic Planning Task Force



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Amy Liaw
Trustee, Strategic Planning Leadership, Parent



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Jimmy Quach
Board, Finance Chair, Parent

CONFIDENTIAL | Presidio Knolls School | Strategic Planning June 2021 - May 2022 | Prepared by Kawai Lai + Meghan Curston

Creating the Strategic Plan has been a genuine community effort and every single voice represented during a focus group, survey response or feedback session informed the final draft. However, we want to take a moment to recognize a few members of the PKS community who served as leaders during this process.

A special shout-out to the volunteer Task Force. This team of parents, board members, teachers, and administrators conducted hours of research and gathered virtually to explore the themes emerging from stakeholder groups. They ultimately turned their research into four recommendation reports for the board's consideration. They remained steadfast in their commitment to PKS and most notably the students. Thank you, volunteer Task Force!

And finally, tremendous gratitude for the leadership of both Board Chair, Jed Lau and Trustee, Amy Liaw. Their stewardship of this process and their relentless focus on the PKS mission and community have been instrumental. They have guided us throughout the process by shaping the planning agendas, reviewing data analysis, offering feedback along the way, and serving as members of the Task Force.

Thank you!

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