



# Strategic Plan 2025-2028

## Our Mission

The San Francisco Literacy Coalition unites community partners to provide strategically coordinated, highly effective reading and writing supports to students from pre-K through 5th grade to increase literacy achievement.

Together, we are building a foundation for lifelong learning and success for every child in our community.



## Our Story

Established in 2022, the San Francisco Literacy Coalition (SFLC) leverages deep expertise and relationships of participating organizations to create strategic, citywide alignment on how to increase grade level reading and writing achievement for San Francisco Unified School District (SFUSD) public school students.

In 2024, the SFLC partnered with The New Teacher Project (TNTP) to develop its first strategic plan. Incorporating the voices of our schools, our school district, our students & families, our literacy providers and various other stakeholders this plan sets the foundation for the work the SFLC will do over the next three years to support increased literacy proficiency across San Francisco.

## Our Vision

The San Francisco Literacy Coalition believes that **literacy is liberation**. Through collective action, we support students, especially those from historically marginalized communities, to become skilled readers, writers, and critical thinkers.

## Who We Are

### SFLC Staff

**Terrence Riley**  
*Founding Executive Director*

**Ariel Zander**  
*Founding Manager*

**Julianna Docking**  
*Founding Manager*

### Senior Advisors

**Ann Levy Walden**  
*CEO, SF Ed Fund*

**Bita Nazarian**  
*Executive Director, 826 Valencia*

**Devin Krugman**  
*Executive Director of Content Teams Curriculum and Instruction, SFUSD*

[sfliteracycoalition.org](https://sfliteracycoalition.org)

# SFLC

## Priorities and Goals

### Priority 1: Increase literacy achievement in focal schools

The SFLC will coordinate with literacy program partners to align on a common vision for high-quality literacy instruction that is evidence-based and aligns with SFUSD's approach to literacy. Additionally, it will develop processes to continually improve practices that support literacy achievement.

"We want to use data and evidence to constantly improve."

-Literacy Provider

#### Partners:



"The SFLC has helped empower our students to build essential literacy skills and achieve measurable growth."

-Focal School Principal

### Priority 2: Serve more focal students

The SFLC will strategically expand its coordinated approach to serve more students from historically marginalized groups by expanding the number of focal schools (TK-5) and the number of students served in pre-K-5 literacy programs.

### Priority 3: Inspire citywide literacy action

The SFLC will inspire collective action to support students' literacy achievement in grades pre-K-5 throughout the city. The SFLC will provide literacy stakeholders with the information, resources, and support they need to work towards the SFLC's collective vision for literacy.

