

**METROPOLITAN EDUCATION DISTRICT (MetroED)  
STRATEGIC PLANNING RETREAT  
January 22, 2019 \* SCCOE, San Jose**

Marilyn Snider, Facilitator-Snider and Associates (510) 531-2904  
Michelle Snider Luna, Recorder-Snider Education and Communication (510) 610-8242

**MISSION STATEMENT**

*Metropolitan Education District (MetroED) prepares  
high school and adult students for future success in college and careers.*

**VISION STATEMENT**

*MetroEd will provide hands-on, life-changing experiences  
which ignite the passion of our community of learners.*

**CORE VALUES**

(Not in priority order)

The Metropolitan Education District values...

*Respect*

*Student-focus*

*Accountability*

*Cutting-edge programs*

*Honesty and integrity*

*Being community-oriented*

*Teamwork*

**THREE-YEAR GOALS**

(2019-2022 \* Not in priority order)

*Increase organizational effectiveness and efficiency*

*Attract, develop and retain high quality staff*

*Achieve financial stability and sustainability*

*Increase student achievements*

## **S.W.O.T. ANALYSIS**

Strengths - Weaknesses - Opportunities - Threats

### **WHAT ARE THE STRENGTHS AND MAJOR ACCOMPLISHMENTS OF MetroED SINCE THE AUGUST 2018 STRATEGIC PLANNING RETREAT?**

Brainstormed Perceptions:

- We are now a Google G-Suite district and our teachers are using Google Classroom
- Positive culture
- Strength-based assessment for staff was conducted
- Increased A-G completion
- Increase in dual enrollment
- Online registration system
- The student information system
- Positive climate survey results
- Family Feel for Students
- We are using our purchase order system and planning better
- Case manager inclusion
- Code of conduct updated
- We've had many surveys
- Increased work-based learning opportunities
- We tell our story
- Employer Advisory Boards- the teachers are working on them
- Student attendance process-the procedures are clear
- SVCTE had successful mid-term WASC
- Radar Roster for student interventions
- Ongoing outreach by the Superintendent to legislators and the Governor for direct funding
- Master Business Agreement will be changed to increase funding- there is agreement on that- we got districts to agree to pay for over enrolled students
- Syllabus template project was initiated
- Students are using Google Classroom from home on evenings and weekends
- Created a mailer
- Updated the catalog and put it in HTML
- Creating marketing materials
- Paperless absence reporting and tracking
- HR completed the job descriptions requested by SVAE
- Took to the Board AB1808 regarding SVAE funding
- Brought back onboarding WELCOME Program
- Held an All-Staff meeting off campus
- Completed business training for staff on online requisitioning
- Got approval to start collecting for high school Perkins
- On track for completing posting 5 staff technology trainings
- We've begun to identify mentors at SVCTE
- Board support to increase funding
- Professional development for classified employees

- Enjoying the products of the Culinary Arts students
- Collegiality with the peer group
- We have a stable Superintendent
- Seven Superintendents and the Board meeting on critical issues
- Courageous SVCTE teachers
- Taking risks
- Increased visitation to the campus for tours this year
- Increased recognition of employees across sites
- Increased high school student enrollment, with 200 in the last year
- Increased community outreach
- Increased data to assist with JPA communication
- SVAE on track for mid-cycle accreditation review
- Internal communication between accounting and other departments
- Improved our collaborative culture
- Started a Wellness Committee
- Paperless interview process
- Improved pre-student access
- We have worked together to secure grants
- New Intranet
- New campus signage- hard work was done by M&O in installing them
- SVAE has their principal back and stabilized their teachers
- SVAE has met with K-12 counselors
- Security cameras updated and add more were purchased
- Improved onboarding
- Course outlines rewritten
- New leadership
- Enhanced infrastructure
- LOCs (Letters of Competence) aligned
- SVAE is two-thirds of the way to enrollment and served students
- Use of Chrome Books in the classroom
- Differentiated professional development
- Professional development regarding technology use in the classroom
- On track for our Technology Plan

## **WHAT ARE THE CURRENT WEAKNESSES/CHALLENGES OF MetroED?**

### Brainstormed Perceptions:

- Online purchase order not implemented
- Old servers
- Staffing needs
- Position control not implemented- clean and maintain
- Turnover rate of staff
- Lack of training for student information system (SIS)
- SVAE Curriculum hasn't been updated
- Allocation of resources
- Lack of industry professional development
- Lack of overall stabilized funding model
- Lack of outreach
- Lack of interdepartmental communication (e.g., M&O, Fiscal)
- Printing overages
- Lack of technical professional development for teachers
- Grade book misalignment
- Lack of retention rate of employees
- Lack of onsite security
- Lack of additional SVAE administrative support
- Weak emergency preparedness
- Lack of day care
- Reorganization of departments based on need
- Lack of CTE program growth
- Communication between SVCTE and JPA above counselor level is lacking
- Not enough student and staff recognition
- Lack of SVAE salary increases and stipends
- Problems with tour scheduling
- Lack of SVAE funding
- Chronic absenteeism
- Lack of staff
- Incomplete professional development (PD) plans
- Lack of succession planning on evaluation process
- Lack of procedures, and procedures not being followed
- Master Agreement not sufficient
- Lack of enrollment and staffing projections
- Trouble growing mentor program
- Not training for substitute teachers
- Lack of technology
- Not updating and aligning job responsibilities with roles
- Salary and benefits not increased
- Lack of emergency preparedness training
- Outdated titles and positions
- Not enough classes in the afternoon and Saturdays
- Lack of discipline and attendance accountability

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON MetroED IN THE COMING YEAR**

Brainstormed Perceptions:

- CTE has been added to the dashboard
- Increase community awareness of SVCTE
- Grant opportunities
- Improved acceptance of CTE in education
- Legislative support for career technical education
- CCAE advocacy-California Council on Adult Education
- More funding available for CTE for facilities (prop 51)
- Collaboration/presentation with the County Office-"Step into Teaching"
- Increased job placements
- SJSU counselor intern MOU
- STRIVE intern programs
- New Governor
- Donations from companies
- District project labor agreements requiring internships
- Increased business partners
- Governor's initial January budget
- AB 288-dual enrollment opportunities
- Adding industry certifications
- South Bay Academy partnership
- Possibility of businesses sponsoring our classrooms
- Potential internships for technology students
- SBCAE- South Bay Consortium for Adult Education advocacy and participation
- WIO A- Work Force Investment Opportunity Act
- San Jose Works
- CalWorks funding changes
- Recognition through awards
- Manufacturing San Jose
- O'Donnell is the key legislator of the Education Committee and is pressing the conversation with other legislators about increasing CTE funding
- Perkins still being funded
- SCCOE Technology Department willing to train us-very helpful

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON MetroED IN THE COMING YEAR**

Brainstormed Perception s:

- Lack of funding
- Districts opening their own CTE programs
- Demographic shift- smaller families
- New Governor
- Expensive housing
- Disproportionate funding
- Fires
- Overall climate change
- Language and cultural barriers
- Conflict with JPA bell/class schedules
- Immigration restrictions
- Government shutdown
- Aging infrastructure
- New Board members
- Lack of job security
- Loss of institutional history
- Credentialing barriers for teachers
- District student decline in enrollment
- Online schools
- Elimination of Federal e-rate funds
- Cost of living in Silicon Valley
- Mass exodus from Silicon Valley
- Community colleges
- Earthquake
- Rain
- Not offering courses that students want
- JPA Master Schedule
- Good economy
- Lack of student awareness
- Busses
- Increased number of 504 and IEP students
- Increased accountability to State and Federal government
- Aging workforce
- Competition between two age groups within the workforce
- Lack of a credentialing school for CTE and adult education
- Obsolete equipment
- Teacher shortage
- Lack of financial support for potential teachers
- Employee turnover

## **BRAINSTORMED THREE-YEAR GOALS**

- Establish employee succession planning
- Increase publicity
- Increase dual enrollment, especially as a benefit for advanced students
- Update curriculum
- Create continuous improvement plans for instructional programs
- Increase proper training for substitute teachers
- Open relevant and in-demand courses
- Improve professional development (e.g., safety)
- Provide competitive salaries
- Achieve financial stability and sustainability
- Keep pace with technology
- Align job responsibilities with the strategic plan
- Increase data collection and sharing
- Revamp teacher evaluation process
- Increase fundraising activities
- Implement position control
- Secure and increase funding
- Implement fully an online PO system
- Replace and refresh district technology
- Enhance and create policies and procedures
- Hire teachers and staff that are technically knowledgeable
- Enhance staffing for program growth
- Align Google Classroom in IC with Unit Plans
- Improve workflow (review structure)
- Retain employees (implement plan)
- Review and improve processes and protocols
- Approve three-year collective bargaining agreements
- Build stronger business partnerships and sponsorships
- Support and realize the WASC Action Plan (through professional development)
- Allocate resources by provider
- Update job descriptions and duties
- Replace outdated equipment and allocate money for calibration and maintenance
- Hold more functional and cross-functional meetings

**NEXT STEPS/ FOLLOW-U PPROCESS**

<b>WH EN</b>	<b>WH O</b>	<b>WHAT</b>
January 24, 2019	Superintendent	Distribute the strategic planning retreat record to meeting invitees.
Within 48 hours of receipt	All	Read the retreat record.
By January 25, 2019	Tony	Place the "Strengths" on the website.
February 4, 2019	Cabinet (Superintendent-lead)	Review the "Internal Weaknesses" list for possible action items.
February 13, 2019	Superintendent	Share and discuss the Strategic Plan with the Board.
By February 15, 2019	Cabinet	Share and discuss the Strategic Plan ,with all staff face- to-face.
Monthly	Cabinet and Board	Monitor progress on the goals and objectives and revise objectives (add, amend :md/or delete), as needed.
Monthly	Superintendent	Prepare and distribute the Objectives Monitoring Grid to all employees and the Board .
August 5, 2019 (Monday) 8:30-3:30	Leadership Team, Board , current attendees	Strategic Planning Retreat for a more thorough assessment of progress on the Goals and Objectives. Develop Objectives for the next six months for each of the Three Year Goals.

## **STRATEGIC PLANNING ELEMENTS**

### **"SWOT" ANALYSIS**

Assess the organization's:

- Internal Strengths      - Internal Weaknesses
- External Opportunities      - External Threats

### **MISSION/PURPOSE STATEMENT**

States WHY the organization exists and WHOM it serves

### **VISION STATEMENT**

A vivid, descriptive image of the future-what the organization will BECOME

### **CORE VALUES**

What the organization values, recognizes and rewards-strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

### **THREE YEAR GOALS**

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) - usually limited to 4 or 5 key areas

### **THREE YEAR KEY PERFORMANCE MEASURES**

WHAT success will look like when the goal is achieved

### **SIX MONTH STRATEGIC OBJECTIVES**

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

### **FOLLOW-UP PROCESS**

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months