

**METROPOLITAN EDUCATION DISTRICT (MetroED)**  
**STRATEGIC PLANNING RETREAT**  
January 22, 2020 \* Campbell UHSD Offices

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**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 (MetroED) 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 2019 STRATEGIC PLANNING RETREAT?**

Brainstormed Perceptions:

- Clean up in position control and our QSS systems—ensures expenditures and people’s positions match
- Increased fiberoptic connection in collaboration with the County Office of Education
- Hired Jenna for ESL
- Upgraded our College and Career Center
- We have a Student Store
- Deployed Chrome Books in the classroom
- Received the Golden Bell Award for the Fire Science/ First Responder Program
- Implemented our Master Business Agreement
- Deployed Canvas Learning Management Program
- Hosting National Signing Day with Jimmy Garoppolo
- ESL teacher Intranet site called ‘Teachers’ Corner
- Improved perception of us by external community, especially the districts of the JPA
- Increased professional development, so teachers can use Google Docs and develop their skills with weekly training—getting teachers to embrace technology and utilize their strengths
- Digitizing the school curriculum
- We are a recipient of a Perkins IV grant of \$40,000
- Applied for additional \$75,000 of e-rate funding
- Cleaned up financial records/budget
- Clear presentation procedures for the budget
- Increased the number of community partners for the Adult School
- Increased work-based learning activities
- IET Program is new this year
- Achieved CUPCCA compliance for purchasing methodology
- More communication with the Superintendent with the Snack and Chats—the staff appreciates them
- Standard Operating Procedures developed by the team
- Analyzing assessment management tracking our work order system
- Hired a consultant for safety
- New Teacher Acclimation Program in place
- Have two new dual enrollment contracts—Vet Science and Sports Medicine
- Adult Ed hired a Transition Specialist
- Received e-rate funding of \$155,000
- Two CTEIG grants received for \$1.1 million and \$1.3 million
- SVAE Adult School ESL has increased enrollment with waiting lists at every level, AM and PM
- Hired Shawn for Adult Education
- Hired two teachers for Adult Ed
- Use of Substitute Calling System
- Adult Education purchased technology for all classrooms
- Hired a social media marketing person

- Superintendent got the Santa Clara County Office of Education to open their job fair to be open to CTE teachers
- Continued the Gallup Strengths Assessment
- We have increased the number of MAPin workshops to 52 each semester
- Strengthened relationship between SVAE and community partners
- We keep a high profile in the community
- Opened negotiations with all three bargaining units
- ESL specialty, we streamlined the enrollment and placement process with regard to CASA's testing, oral and written, which was brought back this year—time has been cut by two weeks
- We have an updated Employee Handbook, which is lined to Board policy and the Educational Code

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

Brainstormed Perceptions:

- Lack of funding
- Not enough districts in JPA
- Salaries aren't competitive
- High turnover
- Kitchen mechanicals
- Lack of integration between both schools
- Haven't updated SVAE programs
- Lack of seasoned staff
- Lack of construction dust collection system
- Lack of connectedness of the students through social media
- Lack of community awareness
- Lack of funding for full staffing
- Lack of representation at regional initiatives
- Not enough FTE
- Lack of ESL offerings for adults
- Not enough internship opportunities for students
- Not enough medical class offerings
- Lack of security due to open campus
- Not enough outreach to community businesses to request support for our programs
- Not enough visible security
- Lack of inventory and asset tracking

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

Brainstormed Perceptions:

- College and Career Indicator includes career pathways
- CDE has identified our courses as capstone
- Continue to receive donations
- Increased awareness of our campuses
- Transformation of the MetroED Foundation
- Mission College absorbs CATEMA Platform
- More employers are requiring high school diplomas
- Increase in H1B visa recipients at the ESL level from South America
- Big push for more training requiring long-lasting job skills/certifications
- Community colleges value us as a pipeline to their college

- Community recognizes our role in college and career readiness
- Adult Education Consortium is interested in pursuing an Adult Education Credential
- More MOUs with outside partners
- Improved image
- Increased availability of analytics—we're using them to reach our target audience
- 243 funding opening up to accept IET, which we qualify for
- CTEIG grant funding appears to be ongoing now
- Job openings due to retirements
- Potential per student allotment for e-rate funding
- Stabilized adult education funding
- National recognition of career technical education to address the nationwide skill gap
- COLA of the Bay Area has increased
- Stigma of career technical vs. going to college is going away

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

Brainstormed Perceptions:

- Heightened cyber security threats
- Digital culture
- Improving economy
- Increased wages, so individuals are less inclined to go to schools
- AI
- High cost of transportation
- Rising health benefit costs
- High cost of living
- Lack of affordable childcare
- Strikes
- School relocations
- Earthquakes
- Increased cost of bank fees
- Increase of school shootings
- Federal regulations, making people afraid to apply for benefits
- Census
- Impact on student loan relief
- Presidential election
- Mandatory DNA testing of children at the border
- Declining enrollment in the Bay Area
- Lack of State funding for CTE and Adult Ed
- Assembly Bill for late start day
- Not enough Districts in our JPA
- Lack of transportation
- Constant maintenance of transportation for teachers and students
- Lack of affordable housing
- Workplace shift from boomers to millennials
- Federal funding holds on the Food Stamp Program
- War
- Impeachment

**NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
By January 23, 2020	Superintendent	Distribute the strategic planning retreat record to meeting invitees.
Within 48 hours of receipt	All	Read the retreat record.
By January 24, 2020	Tony	Place the “Strengths” on the website.
February 3, 2020	Cabinet (Superintendent-lead)	Review the “Internal Weaknesses” list for possible action items.
By February 7, 2020	Cabinet	Share and discuss the Strategic Plan with all staff face-to-face.
February 12, 2020	Superintendent	Share and discuss the Strategic Plan with the Board.
Monthly	Cabinet and Board	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Superintendent	Prepare and distribute the Objectives Monitoring Grid to all employees and the Board.
August 2020 (Wednesday) 8:30-2:30	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 **S**trengths      - Internal **W**eaknesses
- External **O**pportunities      - External **T**hreats

### **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