

**FRAMING OUR FUTURE
STRATEGIC PLANNING INITIATIVE
EXECUTIVE SUMMARY**

FRAMING OUR FUTURE: A STRATEGIC PLANNING INITIATIVE

Executive Summary
September 7, 2016

Background

Over the 2015-2016 school year, the SCCOE engaged in a comprehensive, internally led Strategic Planning Initiative called ***Framing Our Future***. The purposes of the Strategic Planning Initiative are to:

1. Identify and communicate the priorities of the Santa Clara County Office of Education.
2. Establish a vision and identify key values and ensure alignment of the vision, mission, values, and goals.
3. Identify strategic actions to achieve the goals of the office.

Stakeholders were engaged throughout the planning process using various methodologies. Surveys, input sessions and other activities were used along with feedback gathered through existing planning and program review activities of the office. Data and input used included that gathered through the planning process for the Local Control Accountability Plan (LCAP) and other program specific processes. Input from the SCC Board of Education, employees, parents, community members, school district representatives, students, and partner organizations was utilized in the development of the plan. Additionally, an analysis of Branch and Department activities was conducted to identify emerging and existing activities, programs, initiatives, and services.

Framing Our Future is a four year plan that will include annual updates and ongoing implementation. A few key Strategic Actions have been identified for each of the four goals. The strategic plan roll out will occur over the coming months. A kick off announcing the Vision, Values, Mission and Goals at the Leadership Team Meeting occurred on August 25, 2016. A report of the plan will be presented to the board of education and the community at the September 7, 2016 meeting of the SCC Board of Education. Following that presentation, the plan will be available on our website. A communications effort will then be launched using multiple avenues to communicate the plan to the stakeholders.

The strategic plan addresses strategic actions for each of the four organizational goals and will serve to guide the work of the office. The strategic actions do not encompass all of the work of the office but are meant to reflect key priorities for actions. While Strategic Actions are identified in the plan for each of the four goals, one goal area will receive extensive focus in each of the four years of the plan. Goal 3: Be a Premier Employer was identified early in the planning process as a focus area for the 2016-2017 school year. The Superintendents Advisory Council (SAC) participated in the development of a detailed action plan. Implementation of that action plan is the strategic action for Goal 3 in the

strategic plan. Goal 4: Improve organizational effectiveness and efficiency will be the focus area for the 2016-2017 school year.

Framing Our Future has five parts.

1. Vision
2. Mission
3. Values
4. Goals
5. Strategic Actions

Vision

As a result of extensive stakeholder engagement, the SCCOE has created a vision statement to guide the office. A vision statement is a one-sentence statement describing the clear long-term impacted expected as a result of the organization's work. A good vision statement should be a memorable and inspirational summary that describes the reason for existence as an organization – one that will help to motivate existing employees and attract high quality new ones. It is a succinct statement about what our organization is trying to achieve. It is designed to help external stakeholders better understand the SCCOE.

Our Vision

Transforming Education through Leadership, Service, and Advocacy.

Mission

A mission statement is a declaration of an organization's core purpose and focus that typically remains unchanged over time. A mission statement communicates a sense of intended direction or focus to the entire organization. A mission is different from a vision in that a mission is something to be accomplished and a vision is aspiration and is something to be pursued for that accomplishment. As a part of our strategic planning process, the mission statement of the SCCOE was reviewed but remains unchanged.

Our Mission Statement

The Santa Clara County Office of Education is committed to serving, inspiring, and promoting student and public school success.

Values

Values guide the perspective of the organization as well as its actions. Writing down and discussing a set of commonly-held values can help an organization define its culture and beliefs. Values support the vision, shape the culture and reflect what the organization values. They are the essence of the organization's identity. The SCCOE intends to utilize the values to guide decision making processes; educate others about the purposes of the work of the office; and to assist in recruiting staff who hold compatible values.

Our Values

Students First - Focus on Student Success

Collaboration - Leverage Collective Capacity

Innovation - Champion Creative Thinking

Service - Exceed Expectations

Goals

The four organizational goals of the office remain essentially unchanged. Goal 1 was revised slightly to reflect a strengths based, growth mindset. The goals are numbered sequentially for readability and reference only. The numbering does not imply an order of priority nor a ranking.

Our Goals

1. Improve student equity and access to high quality education
2. Provide support to districts, communities, schools, and students
3. Be a premier employer
4. Improve organizational effectiveness and efficiency

Strategic Actions

Strategic actions are the key tasks, projects, or activities that are designed to support goal attainment and that can be measured. Strategic Actions tend to be those tasks, projects, and activities that are most relevant, timely and are most likely to optimize the chances of achieving the goals. Strategic Actions are selected after consideration of the long-term implications and with an understanding of the potential steps that must be taken, or activities that must be performed well, for a strategy to succeed.

Goal 1. Improve student equity and access to high quality education

1. Implement the Local Control Accountability Plan (LCAP) addressing the Alternative Education and Special Education Departments.
2. Reengage youth who have not yet earned a high school diploma through the Opportunity Youth Academy (OYA).
3. Implement a strategic education campaign that raises awareness of the benefits of early learning.
4. Ensure effective and ethical use of education and related data among varied stakeholders by implementing a data governance strategy for the expansion of DataZone and the SCCOE's leadership role of the Silicon Valley Regional Data Trust (SVRDT).
5. Co-establish with the County of Santa Clara a countywide Foster Youth Task Force to study programs and services available to foster youth and deliver a report of the findings.
6. Plan a center for premier teacher professional development inclusive of 21st Century Skills to be called Innovation Park.

GOAL 2. Provide support to districts, communities, schools, and students

1. Develop and launch a "Did You Know" campaign to highlight our services to districts and other stakeholders. Expand communication about professional development.
2. Develop a teacher pipeline to address current and future teacher shortage (Step into Teaching).
3. Expand communication about professional development to districts.
4. Expand the implementation of EdLeader21.
5. Develop a pilot program for SCCOE employees to offer tutoring and/or mentoring to students in Santa Clara County school districts.

GOAL 3. Be a premier employer

1. Increase internal learning opportunities to review best coaching, supervision, and evaluation processes.
2. Create a “Certificate of Recognition Program” for outstanding employee deeds or work.
3. Implement a process so that 100% of the SCCOE Leadership Team learns the “Cycle of Excellence” and the latest theories of motivation that encourage creativity and innovation.
4. Improve morale, collaboration, and communication by fostering positive, supportive, and inclusive work environments within branches, departments, and clusters.
5. Improve current work place to mirror 21st century facilities.
6. Continue to improve wellness program and encourage good health among employees.
7. Review turnover rates of teachers and paraprofessionals. If applicable, reduce turnover rates through increased marketing of positions open and positive press at SCCOE schools and classrooms (not just new openings).

GOAL 4. Improve organizational effectiveness and efficiency

1. Develop a cascading communications strategy and related protocols for internal communication.
2. Improve the process and procedures for contracts development and execution.
3. Review and update SCCOE policies and administrative regulations (ARs).
4. Conduct a review of Human Resources policies and procedures and develop a plan to implement relevant findings.
5. Improve communication and raise awareness by updating and redesigning the SCCOE website (internet and intranet).
6. Develop office-wide protocols for offering and evaluating professional development.