

Strategic Plan



Framing Our Future 2015 - 2019





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Message from the Superintendent



Santa Clara County Office of Education

Jon R. Gundry
County Superintendent of Schools

Dear SCCOE Staff,

With a deep sense of pride in our work, I am pleased to present to you “Framing Our Future: Strategic Plan 2015-2019.” This four-year plan clearly demonstrates the dedicated commitment, collective wisdom, and compelling vision that will drive our organization.

“Framing Our Future” becomes the blueprint for moving the county office forward. It will affirm and clarify our long-term vision, strategies and goals, and provide a multi-year direction and focus that will build upon current academic initiatives, inform all annual operating plans, and build and strengthen our contributions to the educational community.

On behalf of our entire organization, I want to thank all the members of our community - students, parents, teachers, staff, board members, and partners, for their dedicated service in creating this plan. The significant time and talent they devoted to produce this high-quality document will serve as a lasting contribution to our great office.

Obviously, all the planning in the world means nothing if we don’t dedicate an equal amount of effort to implementing the strategies we’ve developed. To that end, we have identified several ways to ensure that this plan becomes the important tool it should be and not just a document that sits on a shelf.

Our implementation plan includes robust communication and education with employees throughout the SCCOE. Each branch, group, and employee should use this plan as a compass to guide his or her decisions every day. We must all develop, understand, and use specific tactics to achieve our goals. I know the collective talent and dedication of our team can bring the SCCOE to a level of success it has never seen before.

I look forward to our work together!

Sincerely,

A handwritten signature in black ink that reads "Jon R. Gundry".

Jon R. Gundry
County Superintendent of Schools

County Board of Education: Michael Chang, Joseph Di Salvo, Darcie Green, Rosemary Kamei, Grace H. Mah, Claudia Rossi, Anna Song
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Transforming Education through Leadership, Service, and Advocacy

About the SCCOE

150 Years of Service

The Santa Clara County Office of Education has evolved from its humble beginnings in 1852 into a comprehensive education resource center with fiscal, administrative, human resources, instructional, and student service functions.

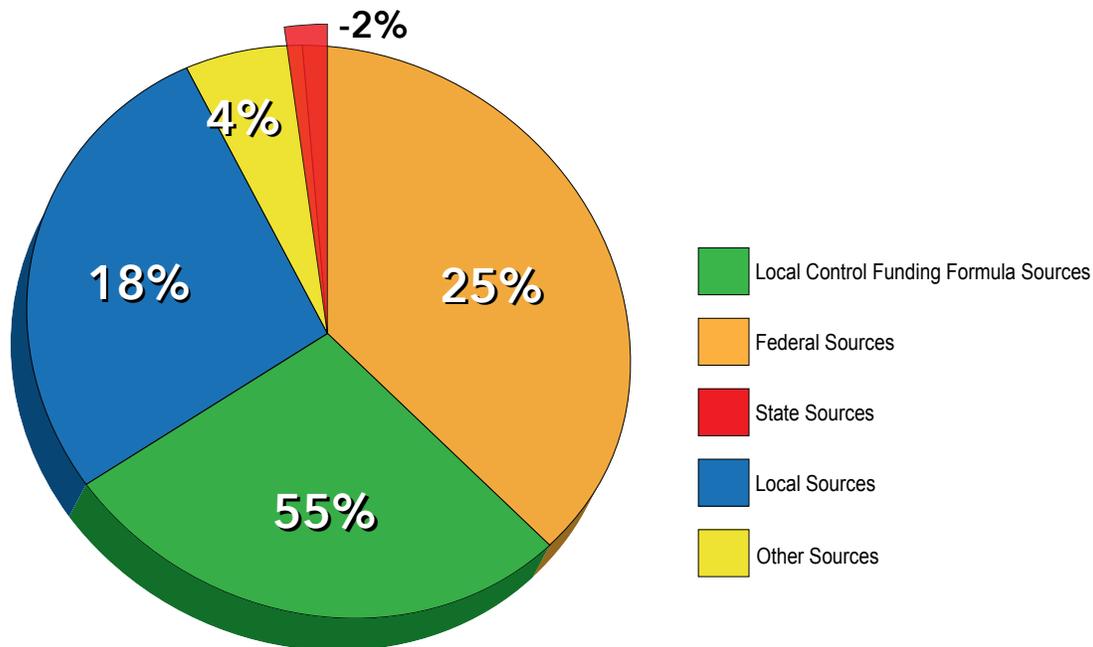
The Santa Clara County Board of Education is the elected governing body of the SCCOE. Its seven members serve four-year terms and are elected from different regions of the county. The County Superintendent of Schools provides leadership to the educational community and to the SCCOE; serves as Chief Administrative Officer and Ex-Officio Secretary of the County Board of Education; and ensures compliance with all the relevant education laws, policies, and regulations. The County Superintendent has a leadership cabinet comprised of a Deputy Superintendent and Chiefs who are responsible for the branches.

The SCCOE is well positioned to meet the emerging challenges of this century and to continue its practice of leadership, advocacy, and support for children, schools, and the greater community. Rich partnerships with elected officials, non-profits, community-based organizations, and other educational agencies strengthen the quality of educational programs and support within the region.



Superintendent Jon R. Gundry, Board members, Grace H. Mah, Anna Song, Darcie Green, Rosemary Kamei, Joseph Di Salvo, Claudia Rossi, Michael Chang

Revenue Sources



By the Numbers:

Approximately 1,723 full and part-time employees

Actuals for Fiscal Year 2015-2016 (ALL FUNDS)

- Revenue = \$294,659,276 (55% from Local Control Funding Formula (LCFF) Sources, 25% from Federal Sources, -2% from State Sources, 18% from Local Sources, and 4% from Other Sources)
- Total expenditures = \$286,667,264 (includes salaries, benefits, supplies, services, capital, other outgo and transfer out)

Student Enrollment and Participation Data as of October 2016

Direct Services to Students

Program	Number of Students
Special Education	1,485
Special Education (Early Start)	191
Head Start and Pre-School (Early Learning)	2,907
Environmental Education Program (Walden West)	17,218
Alternative Education	167
-- Community Schools (3)	79
-- Institutions (2)	88
-- Foster Youth Services	881
Migrant Education	1,046

Indirect Services to Students

Program	Number of Students
Special Education Local Plan Area (SELPA)	17,179
Inclusion Collaborative	1,227,970
Migrant Education, Region I	7,107
Foster Youth Services	881
SCC Board Authorized Charter Schools (22)	9,345

About Santa Clara County

Santa Clara County By the Numbers

Districts	Total Enrollment	Number of Schools
31	274,948	417

Source: CDE, Dataquest 2015-16.

Enrollment by Ethnic Group

	Number of Students	%
African American	5,561	2.0%
American Indian/Alaska Native	987	0.4%
Asian	78,221	28.4%
Filipino	12,012	4.4%
Hispanic/Latino	106,966	38.9%
Pacific Islander	1,379	0.5%
White (not Hispanic)	56,768	20.6%
Multiple or No Response	13,054	4.8%
Total	274,948	100%

Source: CDE, Dataquest 2015-16.

Santa Clara County Teachers

Number of full-time teachers	13,114
Average SCC teacher's salary	\$79,337
Average CA teacher's salary	\$74,090

Source: CDE, School Fiscal Services Division 2014-15.

Student-to-Teacher Ratio

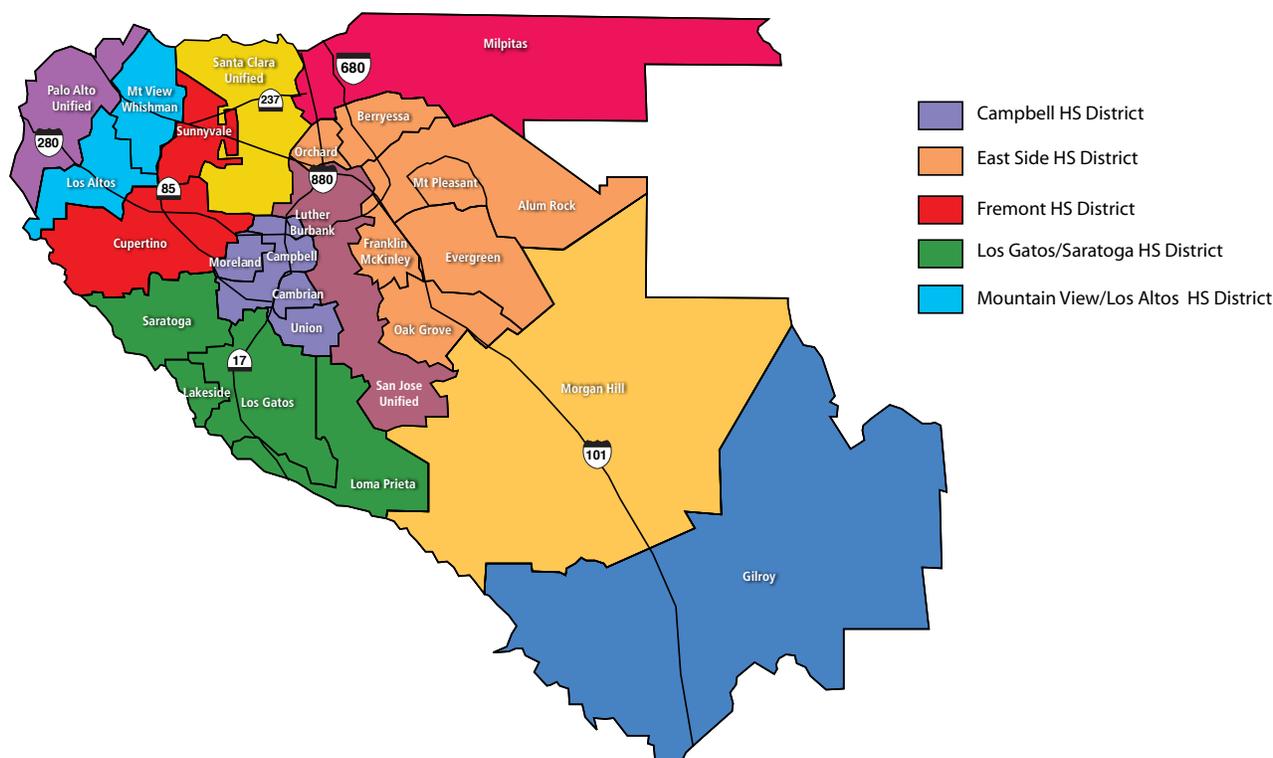
SCC student-to-teacher ratio	21.8:1.0
California ratio	21.7:1.0
SCC average class size	25.3
California average class size	24.3

Source: CDE, Dataquest 2014-15.

Santa Clara County

Elementary School Districts	20
Unified School Districts	6
High School Districts	5
Santa Clara County Office of Education	1
Total	32

Source: CDE, Dataquest 2015-16.



Public School Sites

Traditional Schools *

Elementary	256
Intermediate/Middle	63
Junior High	5
High School	57
K - 12	3
Charter **	37
Total	384

Source: CDE, Dataquest 2015-16.

Non-Traditional Schools

Alternative	9
Community Day	4
Continuation	17
Other ***	3
Total	33
All Schools	417

* Traditional Schools total excludes: Continuation, Community Day, Alternative, Special Education, and other types of non-traditional schools.

** Included in elementary, middle, and high school counts.

***Other schools include: County Community, Juvenile Court School, and Special Education

Source: CDE, Dataquest 2015-16.

Early Learning

Early Learning	Classrooms	Sites
Head Start	77	36
Early Head Start	12	6
State Preschool	22	9

Source: Santa Clara County Office of Education, Student Services Branch 2016-17.

Over 6,000 Eligible Children are missing out on public Preschool in Santa Clara County



Every child needs a strong start to be ready to learn.

About Framing Our Future

Surveys, input sessions, and other activities were used along with feedback gathered through existing planning and program review activities of the SCCOE. Data and input used from the planning process for the Local Control Accountability Plan (LCAP) and other program specific processes was incorporated into the Strategic Plan. Input from the Santa Clara County 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.

Over 2,000 stakeholders participated in the needs assessment phase of the Strategic Plan. The needs assessment identified the following:

Top Three Strengths

1. Partnerships with community
2. Proven record of building strong programs with significant impact
3. Quality of services

Top Three Needs

1. Better strategies for internal and external communications
2. Focus on expanding services for opportunity youth and learners from birth to eight
3. Improve efficiency and effectiveness and eliminate reliance on outdated practices

Top Three Contextual Challenges

1. Rising costs of employee benefits
2. Uncertain economic future - an influx of restricted one-time funds limits flexibility
3. Workforce retirements and recruitment challenges

Stakeholders were engaged throughout the planning process using various methodologies.

Framing Our Future is a four-year plan that will include annual updates and ongoing implementation. Key strategic actions have been identified for each of the four goals. The strategic plan addresses strategic actions for each of the four organizational goals and will serve to guide the work of the SCCOE.

Our Vision

Transforming Education through Leadership, Service, and Advocacy.

Our Mission Statement

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

Our Goals

Improve student equity and access to high quality education.

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

Be a premier employer.

Improve organizational effectiveness and efficiency.

Our Values

Students First - Focus on Student Success

Collaboration - Leverage Collective Capacity

Innovation - Champion Creative Thinking

Service - Exceed Expectations

Goal 1

Strategic Actions

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.



There are approximately 8,000 youth between the ages of 16-24 in Santa Clara County who are disengaged from school and have not yet earned a high school diploma.



Goal 2

Strategic Actions

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.
2. Develop a teacher pipeline to address the 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.



A Stanford University national report identified the need for 64,000 teachers in 2015-16. The report estimates a need for an additional 300,000 teachers by 2020.



Shreya Ghosha
SCCOE Student Art Collection

Goal 3

Selected Strategic Actions*

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 workplace 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).



- 868 employees completed the Vitality Health Assessment in 2016 (20% increase from previous year).
- 630 employees tracked their physical activity with a pedometer (40% increase from previous year).



*These strategic actions are representative of the more detailed Be a Premier Employer Action Plan. The detailed Be a Premier Employer Action Plan can be found at <http://www.sccoe.org/supoffice/Pages/strategic-plan-initiative.aspx>

Goal 4

Strategic Actions

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.



Employees indicated their top two preferred communications methods are email (91%) and the SCCOE Intranet (43%).



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