



SWOT ANALYSIS GOALS, VISION, MISSION, AND CORE VALUES 2025

CORE PURPOSE

The core purpose of San Gabriel Valley Regional Occupation Program (SGVROP) is to provide opportunities for students to find their future to gain practical skills for careers or college, build real-world readiness through hands-on, industry-relevant experience and explore career paths and make informed decisions before committing to post-secondary education or employment.

In order to develop a meaningful strategic plan for the San Gabriel Valley Regional Occupational Program (SGVROP), a comprehensive SWOT analysis was conducted to identify Strengths, Weakness, Opportunities, and Threats. This process began at the end of March and went through mid-April of 2025. The SWOT Analysis provides a strategic snapshot of SGVROP as it is based upon a comprehensive review of pathway audits (2021–2024), Board member, superintendent, business partner, staff and student interviews, labor market data, and programmatic reports including SGVROP WASC Self-Study and Visiting Committee Report, enrollment data and other pertinent documentation shared with the team.

This report is intended to support board-level strategic planning, stakeholder alignment, and decision-making for the continued growth, equity in services, and sustainability of SGVROP's career technical education (CTE) pathways. The findings reflect both internal performance data and external environmental factors.

Strengths

- **High-Quality CTE Implementation**
Programs meet 12 recognized elements of quality CTE, including articulation, UC A-G alignment, certifications, and work-based learning.
- **Student-Centered Instruction**
SGVROP places a strong emphasis on real-world learning, soft skills development, and student empowerment.

- **Robust Industry and Postsecondary Partnerships**
Articulated credit opportunities with community colleges and engagement with employers through job shadowing, internships, and enriched student experiences.
 - **Dedicated and Adaptive Leadership**
District superintendents consistently highlight SGVROP’s leadership as collaborative, solution-oriented, and responsive.
 - **Career Technical Student Organizations (CTSOs)**
Hundreds of students engage in CTSOs with many advancing to regional, state, and national competitions—demonstrating skill development beyond the classroom.
 - **Comprehensive Data Collection and Review**
Ongoing pathway audits support accountability and continuous improvement at the school and district levels.
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Weaknesses

- **Perceived Service Imbalance Across Member Districts**
Some districts report perceived inequities in program access, support, or return on investment—posing risks to consortium cohesion. This concern also exists within individual school districts high school versus continuation school CTE offerings.
 - **Gaps in Communication**
Stakeholders cite a need for stronger, more frequent updates and more strategic use of social media, newsletters, and website communication.
 - **Recruitment and Retention of Qualified Staff**
Staffing gaps in specialized CTE roles and general instructional turnover threaten pathway stability at times.
 - **Limited Student Feedback Mechanisms**
In the TK-12 school districts, student agency and voice are elevated. Student advisory panels, focus groups or regular surveys are presently not in place.
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Opportunities

- **Expansion into High-Demand Trades and Tech Fields**
Data supports growing interest and labor market needs in areas like cybersecurity, transportation, healthcare, and engineering.
- **Enhancing Digital Engagement and Marketing**
A revitalized online presence and social media strategy could attract more students and engage the broader community.

- **Cross-District Collaboration**
Shared professional development, pathway innovation, and student showcase events could promote equity and cohesion.
 - **Leveraging Labor Market Alignment**
Deeper integration of labor market insights could strengthen curriculum design and student employment pipelines.
 - **Increased Grant Funding and Partnerships**
Continue to actively pursue funding and partnerships, Opportunities exist to expand the use of CTEIG, K12 SWP, and external foundation grants for innovation and access.
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Threats

- **Declining Enrollment Trends**
Several schools report year-over-year declines in pathway completers, threatening funding, and long-term viability.
 - **Reduced State Support and Cost Shifting to Districts**
The elimination of previous subsidies increases financial pressure on districts to maintain CTE programs independently.
 - **Potential District Withdrawal**
Some districts express concern over cost-benefit misalignment which may lead to district(s) withdrawing and running their own CTE programs, challenging the consortium model.
 - **Student Transportation Challenges**
Travel logistics remain a barrier for student access to off-site learning and internship opportunities, especially in underserved communities.
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Conclusion and Next Steps

This SWOT analysis affirms that SGVROP is a high-impact, student-centered program with meaningful contributions to college and career readiness across the region. However, its continued success depends on addressing key internal challenges and navigating an evolving external landscape.

The strengths, weaknesses, opportunities, and threats identified were used to identify meaningful programmatic goals and a three-year action plan SGVROP administration can use as a road map moving forward.

Goals

Based on the SWOT analysis provided in the SGVROP Board Report, the following are the realistic and comprehensive goals for the next three years (2025–2028) that align with identified strengths, address weaknesses, and capitalize on opportunities while mitigating threats.

1. Goal: Ensure Equitable Access and Service Delivery Across Member Districts

Why: Address perceived service imbalances and prevent potential district withdrawal.

Key Actions:

- Develop a district-by-district service index.
 - Continue to meet with District Teams to determine interest in future programmatic or pathway addition, revision, or elimination.
 - Incorporate regular reporting at Board meetings from department heads regarding services SGROP provides.
 - Communicate regularly at Board meetings regarding program offerings in each school district.
 - Consider customized offerings to ensure services across high schools within a district are accessible (e.g., continuation vs. traditional high schools).
 - Establish a Task Force to monitor access, enrollment, and outcomes.
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2. Goal: Expand Student Voice and Feedback Mechanisms

Why: Address the lack of structured student input and align programs with student needs.

Key Actions:

- Launch annual student surveys and focus groups.
 - Create Student Advisory Councils at each site and a regional SGVROP Student Cabinet.
 - Incorporate student feedback into curriculum planning and pathway improvements.
 - Incorporate student feedback into future pathway planning for each district
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3. Goal: Strengthen CTE Instructor Recruitment, Training, and Retention

Why: Combat staffing shortages and maintain high-quality instruction.

Key Actions:

- Partner with universities and industries to develop a CTE teacher pipeline.
 - Implement mentorship and induction programs for new instructors.
 - Offer stipends or incentives for hard-to-staff sectors (e.g., trades, cybersecurity).
 - Consider offering creative options to retain core SGVROP Team
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4. Goal: Expand Pathways in High-Demand and Emerging Industries

Why: Respond to labor market needs and declining student interest in traditional pathways.

Key Actions:

- Launch or expand programs in cybersecurity, transportation, healthcare, and engineering.
 - Secure more current Labor Report for the region and regularly review the labor market data to ensure alignment.
 - Build new industry advisory boards specific to these fields.
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5. Goal: Launch a Robust Digital Marketing and Communications Strategy

Why: Increase visibility, stakeholder engagement, and student enrollment.

Key Actions:

- Redesign and update the SGVROP website.
 - Establish a content calendar for newsletters, social media, and success stories.
 - Train site-level liaisons to share updates and events.
 - Gather student stories to celebrate CTE success and develop interest
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6. Goal: Expand and Diversify Funding Streams

Why: Offset declining state support and support innovation and growth.

Key Actions:

- Hire or assign a grant writer to pursue CTEIG, K12 SWP, and private foundations.
 - Create a strategic fundraising calendar aligned to priority initiatives.
 - Build business and community partner relationships with co-investment potential.
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Vision/Mission/Core Values

In May 2025, Dr. Maura Downing and the SGVROP core team reassessed the current vision, mission, and core values to determine if they presently represent the services the ROP provides and align with the new goals identified through the SWOT analysis. Through a facilitated workshop, the SGVROP team collectively developed new Vision and Mission statements and agreed with the newly proposed core values.

Our Vision

Together, we empower students to confidently pursue their futures through rigorous industry-aligned career technical education that successfully equips them for a rapidly evolving workforce.

Our Mission

Through high-quality career technical education, we inspire and prepare students to find their future.

Our Core Values

At SGVROP, we are guided by our shared commitment to the growth and success of every student. Our core values reflect the collective vision of our partner districts and the future we are building together.

◆ **Empowerment**

We inspire students to take charge of their future with confidence and purpose.

◆ **Inclusive**

We provide inclusive, high-quality career technical education that opens doors for all learners.

◆ **Lifelong Learning**

We cultivate curiosity and a mindset for continuous growth in life and career.

◆ **Innovation**

We embrace creativity, critical thinking, and adaptability in a changing world.

◆ **Integrity**

We lead with honesty, transparency, and a strong sense of character.

◆ **Collaboration**

We believe success is built by collaborating with industry partners, educators, and students.

◆ **Resilience**

We support students to meet challenges and turn them into opportunities.
