

# **GLOWS, GROWS, & PRIORITIES** MPS Home Office 2021-2022



## Outreach & Communications Department

## **Presented by Dr. Brenda D. Lopez** *Chief External Officer*



Dr. Brenda D. Lopez Chief External Officer



**Thalia Velazquez** Director of Creative Branding & Communications





#### COMMUNICATIONS

- Launched the Communications Portal as a resource created by the Director of Creative Branding and Communications as a hub for all resources and materials related to communications.
- Focus on following unified branding guidelines across the organization.
- Building name ID through positive stories in the media and through internal and external communication.
- Successfully supported all communication related to health and safety throughout the 2021-2022 school year.
- Contributed to school site crisis response as through partners and communication to educational partners.

#### ENROLLMENT

- Analyzed trends and data to determine areas of strength and needs related to enrollment practices.
- Launched digital marketing campaigns and developed a follow up practice with enrollment leads.
- Worked closely with school leaders to learn about promise practices related to enrollment practices.
- Built capacity with Parent and Community Engagement Coordinator (PACE) regarding current practices and creating new opportunities.

- Shared retention and recruitment strategies to use as touch points from the moment enrollment is offered to the first day of the start of the new school year.
- Collaborated with the Executive Office Manager, Lydiett Woods and Jennifer Hook to dive deeper into historical practices and support centralized efforts related to enrollment data tracking.
- Focusing efforts on what second semester looks like as we head into summer regarding enrollment targets Shared retention and recruitment strategies to use as touch points from the moment enrollment is offered to the first day of the start of the new school year.

#### DEVELOPMENT

- Received grants totalling and surpassing annual goal of 500K and reached our stretch goal of one million with the recent CA Community Schools Partnership Program Grant totaling 1.8 million (nine schools)
- Worked collaboratively with various departments to complete high level grants i.e. CA Community Schools Grants, Charter Facilities Grants.
- Submitted final reports associated with grant funding received throughout the year.
- Gathered input from various school leaders regarding needs at their school, developed capacity building topics and training.
- Created a MPS Partnership Directory to take inventory of the partnerships that exist organization wide and how understand how efficiently they are being used.



#### FAMILY & COMMUNITY ENGAGEMENT

- Hosted three community resource fairs to support with Vaccine Clinic access and community partner support, continue to support this work across all school sites.
- Created five new partnerships to support essential needs for families, students, and staff- monitor how and if the partnerships are being utilized and if we need to add different fields.
- Began formalizing existing partnerships for mental health and wellness, finalize before start of the new school year.
- Survey families and circle back with communication regarding survey results in a 2-3 week window.

#### ENROLLMENT

- Continue to develop and track activities being used for recruitment and retention in the new post-Covid era.
- Create space on the communications portal where communication related to enrollment is available.

- At the beginning of the school year already start thinking and planning for the upcoming school year with the school leadership, we never stop connecting with families.
- Survey families and circle back with communication regarding survey results in a 2-3 week window.

#### DEVELOPMENT

- Update educational partners when a grant is received and how it will be used, celebrate our wins as a community.
- Collaborate with the Board Secretary, CEO & Superintendent and Board of Directors to support a recruitment strategy for new board members.
- Continue to focus on the strategic plan for development and identify any focus areas we need to expand.



#### COMMUNICATIONS

- Systematize practices related to critical communication.
- Adjust communications portal to fit daily needs of school sites and home office.
- Focus on effective and efficient communication.
- Build a strategic plan for marketing.
- Continue to build capacity to school site leaders and PACE regarding branding and marketing efforts.
- Build capacity with school leaders on MPS valued pitch and anchor identity.
- Continue highlighting positive stories across MPS and in particular highlighting College and Career readiness and Academic success.

#### FAMILY & COMMUNITY ENGAGEMENT

- Build a family champion pipeline.
- Focus on internal advocacy while continuing to expose families to external advocacy opportunities.
- Continue to work with Professional Learning Networks that share promising practices and unify similar efforts.

- Continue to build PACE Coordinator capacity related to leveraging families as partners for academic, social and community support.
- Offer more skill valued workshops for families to empower generational change ie. financial empowerment workshops.
- Work with school leaders and PACE coordinators on the structure of Educational Partner meetings focused on a logic model approach i.e. Parent Task Force meetings.

#### ADVOCACY

- Build a strategic plan related to advocacy.
- Build or rebuild community ties especially post pandemic.
- Educate families on school choice and how we are held accountable.
- Support with board recruitment efforts.



# Finance Department



**Dr. Steve Budhraja** Chief Finance Officer



**Cafer Turan** Controller



**Harun Ciftci** Senior Financial Analyst

## **Presented by Dr. Steve Budhraja** *Chief Finance Officer*



**Brock Atar** Payroll Manager & Financial Analyst



**Lesia Nwankwo** Accounts Payable & Vendor Relations Manager



## **GLOWS -1**

- Top Score on LAUSD fiscal oversight (highest possible)
  - Key factors to maintain unmodified audit report and top score on fiscal reports
    - Strong Finance Policies and Procedures
    - Commitment and Teamwork
    - Issuance and monitoring of all formal protocols; working collaboratively with the authorizers, outside auditors (Edie Bailey), and agencies/departments to resolve and reduce audit findings/recommendations.
    - Maintaining centralized accounting functions that incorporate appropriate internal controls and generate reliable financial information that is in accord with established accounting principles and authorizer recommendation.
- Adaptive Insights New Planning Features:
  - New user friendly dashboard
  - Student/Staff Ratio
  - Average Per Pupil Spending
  - Average Teacher and Staff Salary Amounts
  - Expense % per object categories



- MPS Purchasing Handbook
  - <u>https://drive.google.com/file/d/1pKJBmTJN\_DCvdGqjVm7XLPZLgpz6kXMp/view?usp=sharing</u>
- Master Planning Report created for schools rent expense and bond payment.
- Over 30 Professional Development trainings and extension classes for MPS Finance Team..



## **GROWS-1**

- Create a working environment within our department that encourages personal growth and responsibility within our management and staff.
- Work collaboratively with departments to develop and adopt annual budgets that maximize departments' abilities to achieve their respective vision, values and priorities within the context of sound budgeting practices.
- Capital Plan: annually presenting an analysis of the future operational impact of the capital project.





- Respond efficiently to requests by Principals and Teachers.
- Create easy to follow process (Centralized invoice and purchasing process).
- With recurring payment and ACH system diminish late fees.
- Develop corrective action plan and assist departments/sites in doing so for all repeat and one-time audit findings.



- Unmodified Audit Report FY 20-21.
- Year End Closing FY 21-22.
- Budget Creation FY 22-23
  - New School Year budget development for all sites with a focus on aligning resources with funding
  - Develop additional capability for all site leaders
- Prepare and submit a periodic bond disclosure reports in accordance with the schedule.
- Homogeneous systems ( consistent process across all MPS sites).
- Complete our major software upgrade implementation, go-live transition and training (FP&A).
- Ensure all communications and materials are up to date for changes in business process,policy, and system functionality.
- Issuance and monitoring of formal Finance Policies and Procedures.
- Provide departments/sites with the support necessary to continually strengthen their activities regarding financial monitoring and reporting.



## General Counsel & Facilities Department

**Presented by Patrick Ontiveros** General Counsel & Director of Facilities



**Patrick Ontiveros** General Counsel & Director of Facilities



**Mustafa Sahin** Facilities Project Manager





#### FACILITIES

- Completed final inspection for Division of State Architect close-out for MSA-SD.
- Applied for and received CalShape grants for plumbing upgrades [MSA-1 \$61,000][MSA-7 \$46,000][MSA-SA \$50,000].
- Applied for CalShape grants for ventilation upgrades [MSA1 \$91,000][MSA-7 \$31,000][MSA-SA \$88,000].
- Submitted applications to the Charter School Facility Program to access funds to develop projects for MSA-1, MSA-2, MSA-5, and MSA-7.
- Identified and opened escrow for a new campus for MSA-5 (at 7111 Winnetka).
- Opened escrow on 18242 Sherman Way (aka the JAM Building) to expand space for MSA-1.
- Secured financing commitments for MSA-1 and MSA-5 Projects.
- Submitted CUP application for MSA-7 to expand enrollment.
- Signed contract with FacilityOne for asset management software services.
- Implemented weekly meetings with MSA-1, -2, -5, -7, -SA, and -SD.

#### LEGAL

- Settled an outstanding dispute matter that was active for more than a year.
- Identified additional legal resources to provide services to MPS.



### FACILITIES

- Continue to seek affordable funding for major capital improvement projects.
- Finding private facilities for MPS schools that are still co-located on District sites MSA-3, MSA-4, MSA-6.
- Develop multi-year facility plan expansion, replication.
- Continue to evaluate the quality of services of third party vendors providing asset maintenance.

## LEGAL

- Manage matters internally to the greatest extent possible to lower legal costs.
- Supervise legal counsel on various legal matters (litigation and dispute resolution) and insure superior service.

#### FACILITIES

- Create healthy and inspiring spaces in which our young scholars can thrive.
- Close escrow and financing for and start development of 7111 Winnetka campus for MSA-5 in time for July 1, 2024.
- Close escrow for 18242 Sherman Way (JAM Building) for MSA-1.
- Find a permanent location for MSA-2.
- Complete close out MSA-SD and proceed with further campus improvements.
- Continue site search for MPS schools on district property MSA-3, MSA-4, and MSA-6.
- Complete capital improvement projects across MPS Campuses.
- Implement FacilityOne asset management software.

#### LEGAL

- Continue to develop expertise in areas relevant to MPS Brown Act, Employment Law, Charter School Law -- to allow for more internal handling of legal matters as facilities matters allows.
- Closely review legal bills to be sure we are not being charged for work we did not authorize.
- Work with MPS team to decrease litigation exposure.

# Academic Department



**Erdinc Acar** Chief Academic Officer



**Katie Mann** Director of EL &



**Artis Callaham Director of SPED & Support Services** 



**Jason Hernandez** Director of Student Services



**Jenny Obuchi** Administrative Assistant



Traci Lewin Director of Math Programs



William Gray College & Career Readiness Program & TOSA Coordinator



**Presented by Erdinc Acar** Chief Academic Officer

**ELA Programs** 

## GLOWS

- Successful transition to full in person learning.
- Org wide Professional development and support on Professional Learning Communities (PLC). Initiation of Teacher on Special Assignment (TOSA) programs.
- Back to having school wide and org-wide STEAM EXPOs.
- Organized and conducted Crisis Prevention Institute Nonviolent Crisis Intervention Training for MPS staff (4 trainings, 55 people).
- Coordinated and provide technique support for PBIS implementation across MPS Includes application for PBIS State Recognition
- Provided direction, consultation and support to school site administrators .
- Participated in the development and maintenance of standards of operations to ensure compliance in matters relating to student discipline, child welfare and attendance, and school safety.
- Learning Loss Recovery Programs and Grant Funding for all MPS Schools. Improved Systems for Program Implementation, Compliance Monitoring.
- Saturday and Summer programs Embedded with SEL and PBIS Support for SPED Students.
- Parent Empowerment Podcast in partnership with our CXO and Chicago School of Psychology to begin July 2022.
- All counselors received PD & 1-on-1 support to complete senior college and financial aid applications (180+ seniors accepted to 4-year universities)
- Magnolia-wide task force collaborated to design a comprehensive College & Career Readiness Program to start 2022-23.
- Dual Enrollment offerings expanded at each high school campus (400 seats in 16 different courses OrgWide)
- Created a math materials adoption process, timeline and math materials curriculum committee to adopt high quality, standards-aligned math curriculum.
- Implemented accelerated learning principles in the math classrooms to recover learning loss resulting in the administration of over 8,000 math IABs and a projected proficiency of 48%.
- Supported math teacher development, including mentoring two interns that were able to obtain their preliminary math credentials.
- Conducted 6 Professional Learning Communities with math teachers across the organization that included collaboratively planning four units of study.
- Provided training for all MPS teachers on Integrated and Designated ELD services and strategies to support EL Learners.
- Completed all state and federal monitoring and compliance items for Title III Programs.
- Supported schools with administering over 725 ELPAC assessments and nearly 8,000 IABs in ELA and Social Studies classes.
- Supported ELA teacher development by planning and conducting 6 PLC meetings, which included curriculum training, IAB Deep Dives, and planning collaboratives.

## GROWS

- New Teacher support staff and admin support.
- Improve student achievement and enrichment of STEAM Programs.
- Support Expanded learning opportunities program offerings (before and after school, summer, intersessession and enrichment)
- Continue improving teacher collaboration and communication (TOSA, Org wide PLCs.
- Plan, develop, and implement Tier 1 PBIS core values across MPS.
- Re-develop and implement procedures and standards for effective Student Support and Progress Team (SSPT) process .
- Update and disseminate effective attendance practices and interventions across MPS.
- Continuously provide professional development to ensure that practices are up to date, legal, and ethical across MPS.
- SPED Checklist to be added to the accountability portal.
- Increase in Social Workers to provide additional Mental Health Support.
- Collaboration with Director, Student Services to Implement Administrative Mediation Workshop (From Pepperdine Training)
- Increase the percentage of students that qualify for UC and CSU admission via A-G course passage.
- Increase the percentage of seniors accepted to four-year universities, particularly for STEM programs.
- Implement the comprehensive College & Career Readiness Program in 2022-23.
- Strengthen our math materials by ensuring they are high-quality and standards-aligned.
- Develop a systematized and ongoing approach to supporting new math teachers, especially those hired after the beginning of the school year.
- Increase capacity in math teachers to implement UDL and MTSS practices within their classrooms to increase student learning outcomes.
- Re-develop our systems for providing designated ELD courses to EL Students, especially long-term English Learners.
- Provide further professional development for teachers on how to effectively provide Integrated ELD Support.
- Increase the number of students who are able to Reclassify as Fluent English Proficient each year.
- Strengthen our ELA program by providing ongoing support for new teachers, as well as increasing the capacity of veteran teachers in the implementation of UDL and MTSS practices.

- MTSS Pathway Certification Programs- Staff development New Teacher/Staff Support.
- Improved student achievement and enrichment of STEAM Programs (PLTW).
- Expanded learning opportunities program offerings (before and after school, summer, intersessession and enrichment)
- Continue improving teacher collaboration and communication (TOSA, Org wide PLCs)
- Continuously collaborate with staff in the implementation of the Student Recognition and Incentive Policy.
- Plan and provide oversight of Tier 1 PBIS implementation to ensure calibration across MPS, alongside with implementation of other MTSS practices.
- Coordinate with administrators and staff for purpose of providing staff development to improve achievement for all students.
- Investigate opportunities to support the mental health and well-being of all community members through evidence.
- Gifted and Talented curriculum and program development.
- 504 Plan strategies for improving monitoring of implementation and compliance.
- Design and implement inhoused Speech and Language Services for Students with Exceptional Needs.
- Provide training to counselors on career guidance for students. Implement TK-12 college and career readiness curriculum.
- Support school sites with post-secondary outcomes data and analysis.
- Implement Magnolia Alumni Support Team to support TK-14 student achievement.
- Field test materials and finalize recommendation for math materials.
- Create a systematized and ongoing approach to supporting new math teachers.
- Professional learning in implementation of MTSS practices to increase student learning outcomes.
- Review and Re-develop our systems for providing designated ELD courses to EL Students, ensuring the needs of EL students are being met.
- Build capacity in site level EL Coordinators so that they are able to provide ongoing training to teachers.
- Create a systematized and ongoing approach to supporting new ELA teachers.

# Accountability Department



David Yilmaz Chief Accountability Officer



**Omar Polat** Director of State & Federal Programs



**Ishmail Ozkay** Director of Data Systems & Analytics

## **Presented by David Yilmaz** *Chief Accountability Officer*



**Lydiett Woods** Executive Office Manager



**Jennifer Hook** Assistant Executive Office Manager



## GLOWS

#### **Programmatic Compliance:**

- Team showed adaptability to the changing regulations (independent study attendance, new CALPADS reports, etc.)
- Added the Director of State & Federal Programs position.
  - Coordinated with finance and academic departments and school admin in developing required plans (ESSER III Expenditure Grant, Educator Effectiveness Grant Plans, A-G Completion Improvement Plans, etc.)
  - Supported schools with the development of the LCAP mid-year report (New 2021-22 requirement)

#### **Data Systems & Analytics:**

- Had a successful first-year implementation of our new SIS, Infinite Campus (provided teacher, staff, admin trainings; master scheduling training for deans, etc.)
- Continued to maintain an up-to-date data portal and provided ongoing school progress data to schools and other departments (LCAP metrics data, enrollment, ADA, data needed for plans and grant applications)

#### **Support for Academics:**

- Supported academics with development of school calendar, maintenance of a course catalog with appropriate state codes and teacher credentials in coordination with HR, and monitoring completion of state assessments.
- Supported schools with WASC accreditation preparation and visits. (MSA-1, 2, 3 self-study; MSA-4, SD mid-cycle)

#### Support for School Office Management:

- Implemented an office staff monthly tasks tracker and developed a monthly newsletter. The team continued to provide monthly/weekly project breakdowns to ensure timely project completions.
- Intensive support was provided to office staff through weekly Wednesday meetings.

#### Support for Outgrowth/Operational Activities:

- Supported schools with their health and safety plans for safe school opening.
- Supported schools with their meal distribution plans.



#### **Programmatic Compliance:**

- Improve the process of LCAP development by the school teams, and in coordination with the OC department, improve Parent Advisory Committee (PAC)/School Site Council (SSC) involvement in decision making.
- In coordination with the finance department, improve understanding and monitoring of use of restricted federal funds (Title funds, etc.)

#### **Data Systems & Analytics:**

• Improve use of Infinite Campus SIS and integrated software by the school leaders and office staff.

#### **Support for Academics:**

• Design tools in Infinite Campus to better support academic needs (4-year plans, PBIS tools, Dashboards, truancy, etc.)

#### Support for School Office Management:

- Improve communication between office staff, school leaders, and other support staff to increase efficiency in office project management.
- In collaboration with the CXO, improve coordination of registration/enrollment process for the PACE team.

#### Support for Outgrowth/Operational Activities:

• Refine operations regarding meal program management (communication and collaboration with our School Food Authority (SFA) and school sites to improve meal services)

#### **Programmatic Compliance:**

- Monitor implementation of a monthly LCAP development timeline with improved educational partner involvement in decision making.
- Develop a project timeline with the finance department, including trainings and scheduled meetings, to improve understanding and monitoring of use of restricted federal funds (Title funds, etc.)

#### **Data Systems & Analytics:**

- Develop and implement a training schedule to improve use of Infinite Campus SIS and integrated software (enrollment, attendance, grading, LMS, etc.)
- Launch the Tableau data visualization tool.

#### **Support for Academics:**

- Work on Infinite Campus/Tableau wish list (4-year plans, PBIS tools, Dashboards, etc.)
- Support with WASC accreditation preparation and visits (MSA-5, 6, 7, Bell self-study; MSA-4 mid-cycle)

#### Support for School Office Management:

- Continue trainings and office hours to manage office projects with increased collaboration.
- Launch student record maintenance/digitization project.

#### Support for Outgrowth/Operational Activities:

• In collaboration with the operations department and our SFA, complete a meal vendor RFP for the 2023-24 school year.

# **Operations Department**





**Suat Acar** Chief Operations Officer **Derya Hajmeirza** Director of Human Resources



## **Presented by Suat Acar** *Chief Operations Officer*



Barbara Torres Human Resources Administrator



**Rasul Monoshev** Information Technology Director



## **GLOWS-1**

#### • Operations/Site Support

- New principal support and orientation.
- Crisis management and direct support in case of urgent, immediate needs.
  - HOST@Magnolia implementation & follow up.
- Budget formation, revision support throughout the year
- PRA Responses.
- Operations/Prop 39 Applications, submissions, follow up, coordination.
- Operations/COVID-19 Support.
  - Setting up systems to test, track, train, vaccinate and exposure management.
  - Vendor selection, MOU follow up.
  - Support finance for related funds, completion of reports etc.

#### • HR/Compliance Items' systematic follow up set up

- Mandatory Training set up, follow up.
- ESSA Compliance items automatic follow up plus case support (Credentials, TB, DOJ, I-9).
- CalSAAS.
- Course Assignment Training.
- Annual Authorizer Oversight.
- Health & Safety Policies.
- COVID Track System and support.
  - Vaccine tracker, weekly PCR testing

#### • HR/Recruitment

- Recruitment Plan, Virtual/In-Person Recruitment Fairs, Hiring platforms.
- Marshall Teacher Residency Program.
- Alumni Tracker.
- HR/Retention
  - Revised Pay Raise Scale.
  - Updated Annual/One-time Assignments.
  - Exit Interviews.
  - New hire 30 day Check-in.
  - New Hire Orientation video.



## **GLOWS-2**

#### • IT/Emergency Connectivity Funding

- Applied for phase one and phase two of the grant and approved/funded for the total amount of \$1,135,494 for chromebooks and hotspots.
- Newly purchased technology equipments are configured and installed. Hotspots distributed to staff and students who need it.

#### • IT/E-Rate

- 90% Internet total discounts applied for 2020-21 through E-Rate applications and California Teleconnect Funding.
- All MPS sites purchased and implemented new device firewalls including the Home Office.
- E-Rate applications for 2021-22 school year is submitted through RFP and got funding approved by the grant for the total amount of \$98,190.71 for the category two for summer network upgrade projects for MSA-1, MSA-2, and MSA-Santa Ana.

#### • IT/Board Support

• All board meetings are supported during sessions.

#### IT/Site Support

- All MPS sites purchased and implemented new device firewalls including the Home Office.
- All staff and students got Microsoft Office 365 suite, all activated and being implemented.
- Chromebooks ratio at MPS is now almost at 2-1 where one device is taken by the students to their homes and another set of chromebooks will be kept in the classroom carts.

## GROWS

#### • Operations & IT

- Operations manual build up.
- Focusing more on international hiring along with domestic hiring efforts.
- Centralized coordination of IT services on the school grounds.
- Improved usage of Assetworks, Asset Management.
- Continue the process of implementing school technology systems to match the standard.
- Migrating all the Microsoft Windows based devices to Cloud based Azure Active Directory from current local on premise domain servers. The license is purchased as part of O365 and newly purchased device registrations started.

#### HR

- 60-90 day new hire checking.
- Promoting/Informing MPS Benefits.
- Improve usage of talent acquisition module in the HRIS System (i.e. Paycom)
- Grants.
- Drive DEI- diversity, equity, and inclusion- initiatives across MPS.
- Recruitment Efforts.
- Candidate follow up.
- MPS monthly job fairs, other job fairs.
- Alumni incentives.

#### • Operations

- Training, in person support for all needs as well as oversight visits.
- MSA 1-2-3 Renewals.

#### • HR

- Monitor teaching course assignments for 2022-23.
- Monitor annual teacher assignments on agreements.
- Alumni pipeline.
- MPS School Administrator HR Procedure Manual.
- Additional employee benefit options.
- 2022-23 Employee Handbook.
- Promoting/Informing MPS Benefits (i.e. website career page, marketing)

#### • IT

- Internet bandwidth upgrade through E-Rate as necessary. MSA-6 new location internet service delivery.
- Survey Business Operations and assess status of existing systems.
- Annual review of Policies and Procedures, review of IT Strategic Plan, the IT budgeting that meets cost reduction targets.
- Provide each IT staff 24 hours of professional development.
- IT staff retention at an acceptable level.
- Apply & follow up for the Emergency Connectivity Funding's
  3rd phase for the chromebooks and hotspots need.
- Review corporate and school bandwidth and adjust as necessary.



# CEO & Superintendent's Office

**Presented by Alfredo Rubalcava** Chief Executive Officer & Superintendent



Alfredo Rubalcava CEO & Superintendent



**Jennifer Lara** Executive Assistant & Board Secretary





- Maintained exemplary governance compliance on oversight reports for all authorizers.
- Execution of MPS Board of Directors Handbook.
- Positive pathway of Board Recruitment efforts.
- Continued to conduct scheduled meetings set forth on the Board approved calendars.
- Active Board member participation in all board meetings.
- Improvement in time management of board meetings.
- Compliance in Board trainings; Brown Act, Conflict of Interest, Form 700, Student Discipline Procedures.
- Navigated through changes in law regarding Governance: AB 361, AB 824.
- Successfully managed school operations and openings post COVID-19 crisis, and improved academic achievement org wide and per student subgroup.





- Continue to have clear, transparent and timely communication between MPS Home Office and MPS Board with timely reporting of any critical development and communication with other local agencies to the board.
- Train and support new board members appointed in compliance with the terms of authorizer directions.
- Advancing Board Recruitment efforts.
- Utilize and learn the BoardOnTrack plate form in its full capacity
  - CEO Evaluation
  - Board/Committee Tasks
  - Officer roles and responsibilities
  - Trainings/Resources/Templates
- Continue culture building activities amongst educational partners.

- Committing to Board approved Meeting Calendars.
- Filling in Board Member seats as prescribed in the MPS Bylaws, and expand and diversify the Board.
- Prepare for possible in-person Board Meetings.
- Building on training opportunities for Board Members.
- Successfully support school sites in oversight visits related to governance items.
- Continue to engage Board Members at school wide events by informing and strengthening 2022-2023 MPS wide calendar of events.
- Manage school operations and openings post COVID-19 crisis, and improve academic achievement org wide and per student subgroup.

