



# 2022-23 STRATEGIC PLAN UPDATES

*Home Office  
2022-2023*

# ACADEMIC DEPARTMENT

*Presented by Erdinc Acar, Chief Academic Officer*



**Erdinc Acar**  
Chief Academic  
Officer



**Andross Milteer**  
Expanded Learning  
Opportunities Program  
(ELOP) Coordinator



**Dr. Artis Callaham**  
Director of Special  
Education &  
Support Services



**Jenny Obuchi**  
Program Manager



**Jason Hernandez**  
Director of Student  
Services



**Krystal Zavala**  
Special Programs  
Coordinator



**Katie Mann**  
Director of EL &  
ELA Programs



**Traci Lewin**  
Director of Math  
Programs



**Fatima Ganda**  
College and Career  
Readiness Program  
Coordinator



**Varol Gurler**  
Expanded Learning  
Opportunities  
Program (ELOP)  
Manager

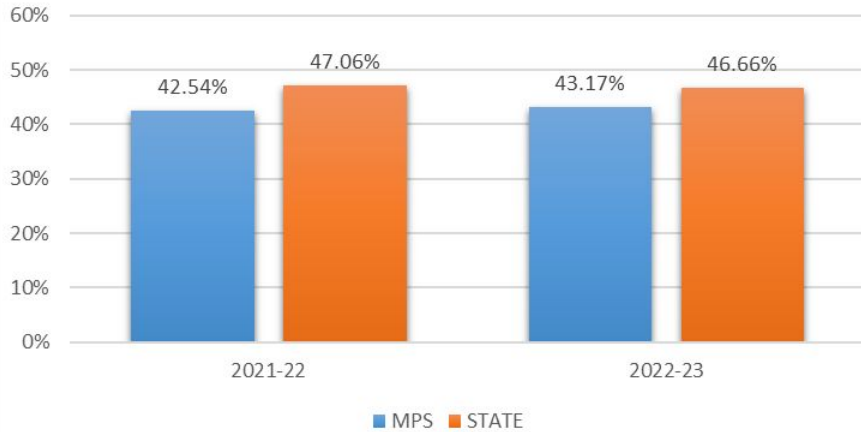
# 2023 STRATEGIC PLAN UPDATE

**Academic Dept.**

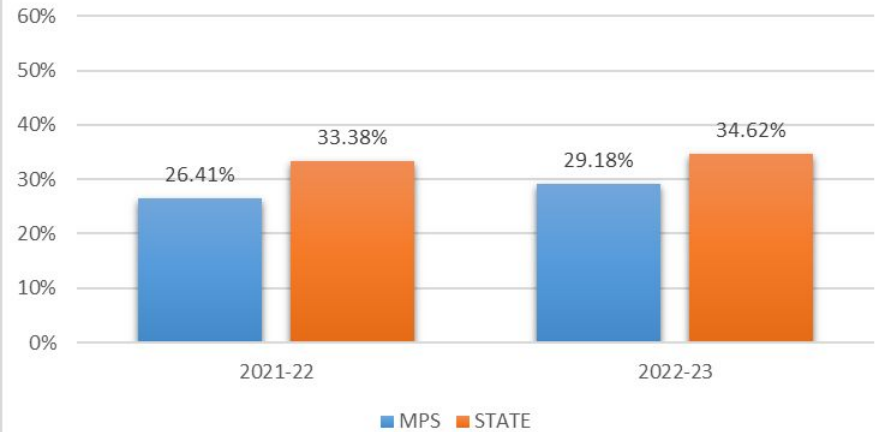
CDE DataQuest

Link: <https://www.cde.ca.gov/ds/ad/dataquest.asp>

### SBAC Proficiency Rates - ELA



### SBAC Proficiency Rates - MATH



**Metric:** SBAC proficiency rates in ELA and Math

**ELA:**

Actual: **2021-22: 42.54%** **2022-23: 43.17%**

Desired Outcome: **2024-25: 50.00%**

**Improvement 0.63%**

**Math:**

Actual: **2021-22: 26.41%** **2022-23: 29.18%**

Desired Outcome: **2024-25: 35.00%**

**Improvement 2.77%**

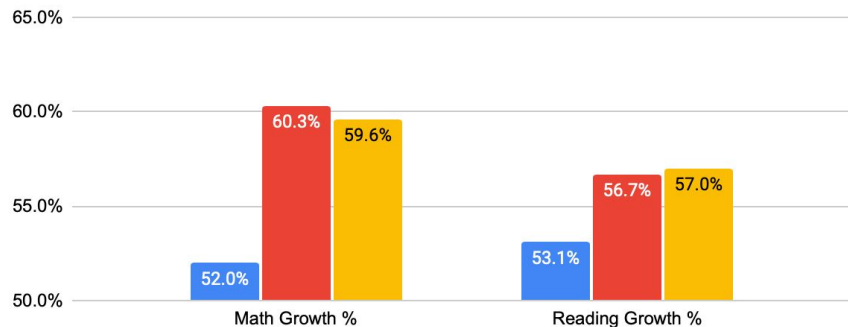
# 2023 STRATEGIC PLAN UPDATE

Academic Dept.

## NWEA MAP GROWTH

Math and Reading Growth %

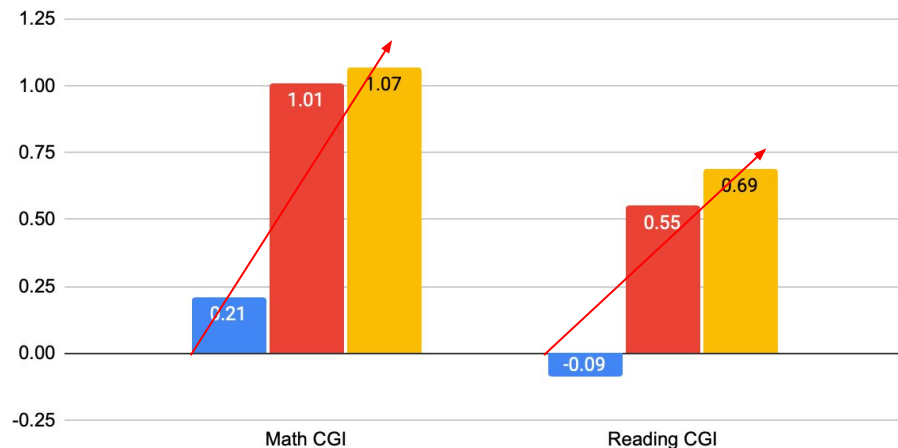
2020-2021 2021-2022 2022-2023



Target is 50%

Math and Reading Conditional Growth Index

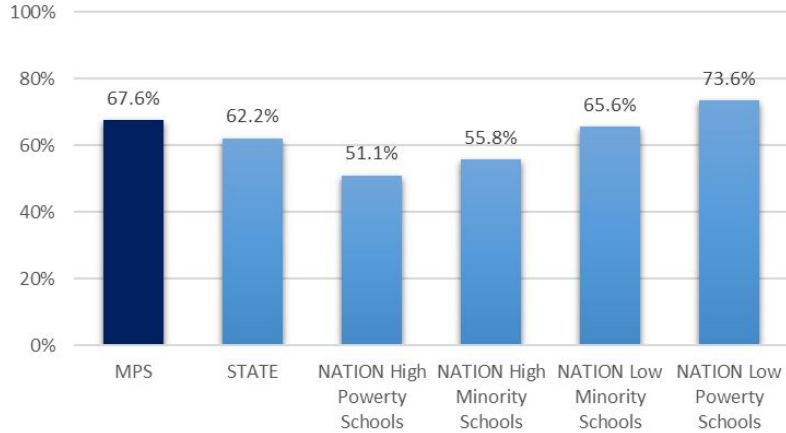
2020-2021 2021-2022 2022-2023



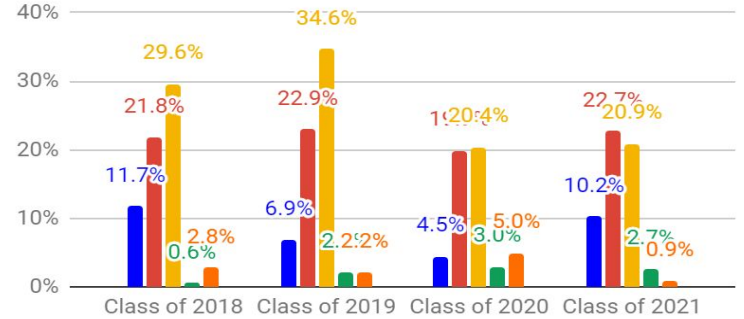
# 2023 STRATEGIC PLAN UPDATE

## Academic Dept.

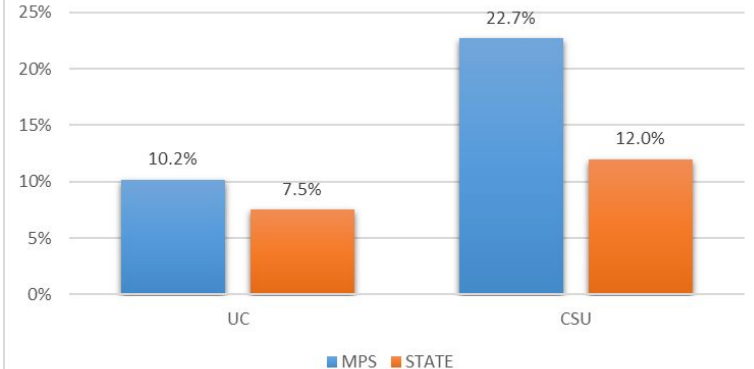
Class of 2021 College-Going Rates



MPS College-Going Rates (UC, CSU, Community College, In-State Private, Out-of-State)



Class of 2021 College-Going Rates (UC and CSU)



Metric: College-Going Rate

All:

Actual: Class of 2020: 63.9%

Class of 2021: 67.6%

Desired: Class of 2025: 70.0%

Improvement 3.7%

UC & CSU:

Actual: Class of 2020: 24.4%

Class of 2021: 32.9%

Desired: Class of 2025: 35.0%

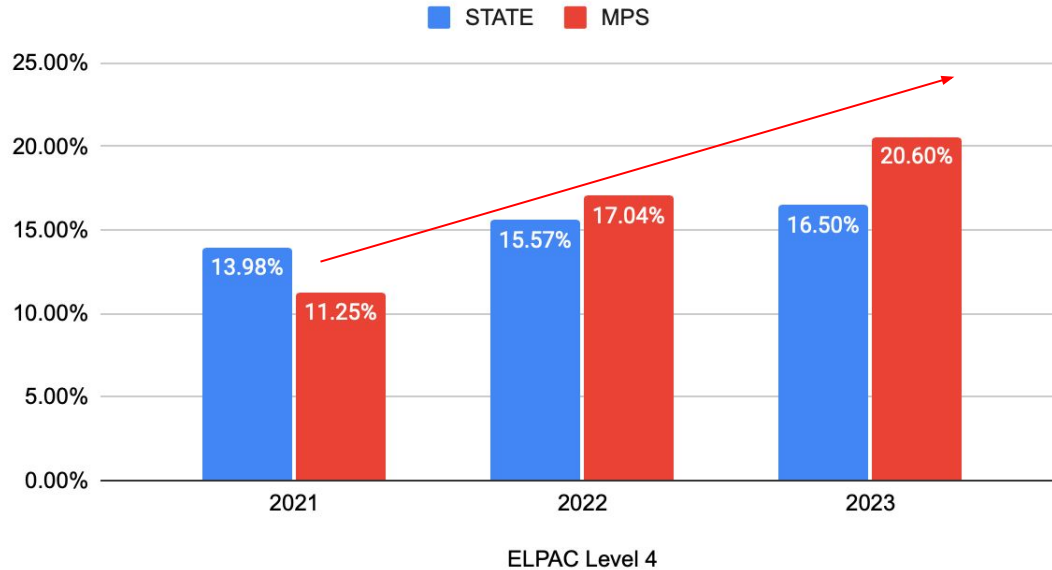
Improvement 8.5%

# 2023 STRATEGIC PLAN UPDATE

*Academic Dept.*

## English Learner Performance

### STATE and MPS

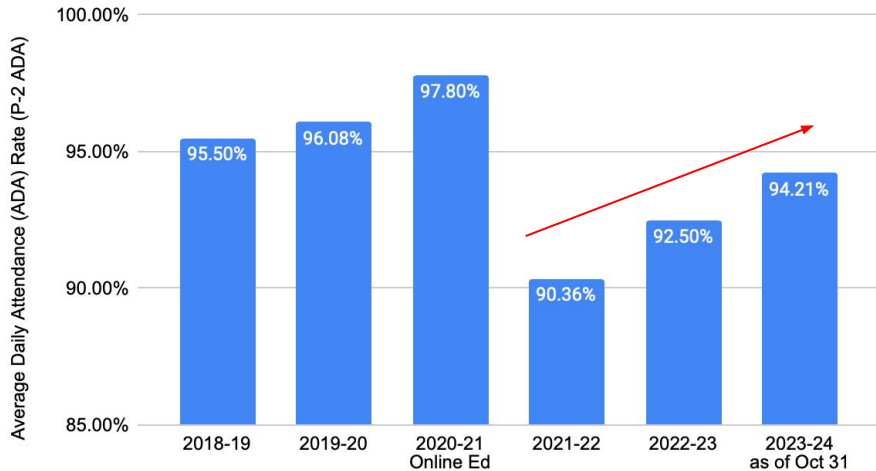


# 2023 STRATEGIC PLAN UPDATE

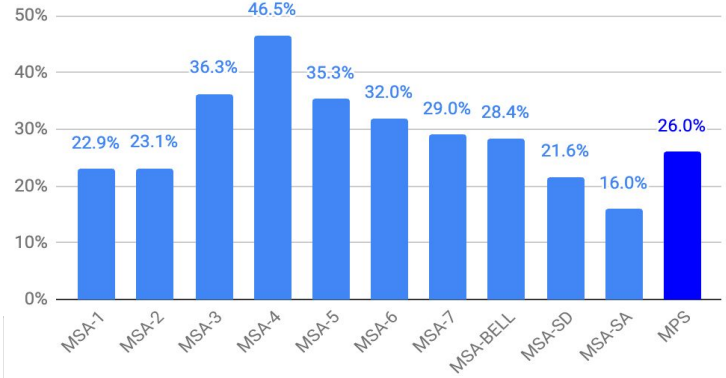
## Academic Dept.

### ADA and Chronic Absenteeism

Average Daily Attendance (ADA) Rate (P-2 ADA)



2022-23 Chronic Absenteeism Rate (K-12)



	2018-19	2019-20	2020-21	2021-22	2022-23
<b>MPS</b>	9.5%	N/A	6.4%	30.0%	26.0%
<b>LACOE</b>	13.8%	N/A	13.3%	31.2%	26.8%
<b>LAUSD</b>	18.4%	N/A	15.6%	36.9%	30.8%
<b>SAUSD</b>	7.8%	N/A	8.9%	31.5%	22.6%
<b>SDUSD</b>	12.4%	N/A	14.3%	32.7%	25.8%
<b>STATE</b>	12.1%	N/A	14.3%	26.8%	24.9%

# Reflections

- **English Language Arts Highlights:** Overall, MPS' ELA scores improved by 0.63 percentage points from 2022 to 2023. We are now even closer to the pre-pandemic levels. Each MPS school exceeded its authorizing body's ELA performance. MSA-SD exceeded the state average in ELA. The highest improvement was 6.94 percentage points, achieved by MSA-4. Serving Central and West LA, MSA-6 had the highest jump, with an increase of 8.45 percentage points. Serving Orange County, MSA-SA improved by 7.02 points in ELA and 6.10 points in Math. When analyzing the data of approximately 73 schools in and around the OC, MSA-SA is among the top ten. We are also ranked in the top 3 out of more than 30 elementary schools. Schools that significantly improved their ELA scores include MSA-2, MSA-4, MSA-6, and MSA-SA. MSA-6 achieved a proficiency rate of 60.21, surpassing LAUSD, LACOE, and state averages.
- **Math Highlights:** Overall, MPS' Math scores improved by 2.77 points from 2022 to 2023. We are now closer to the pre-pandemic levels. MSA-SD exceeded the state, county, and state average in Math scores. Schools that significantly improved their math scores include MSA-2, MSA-5, MSA-SD, and MSA-SA. Six schools improved their math scores from 2022 to 2023. MSA-6 achieved a proficiency rate of 35.87, surpassing LAUSD, LACOE, and state averages. MSA-SA achieved a proficiency rate of 34.77, surpassing the SAUSD average.



# Reflections

- **ELPAC Highlights:** MPS improved the performance of its English Learners, achieving level 4 (Well Developed) by 3.56 points in ELPAC (The English Language Proficiency Assessments for California) assessments. Eight MPS schools (MSA-1, MSA-2, MSA-3, MSA-4, MSA-5, MSA-6, MSA-SA, and MSA-SD) exceeded their authorizing body's percentage of students earning a Level 4. MPS has improved Overall ELPAC Performance (score level 4) in each of the past 3 years, and we are now above pre-pandemic (2019) levels. MSA-5 has the highest percentage of students achieving a score of 4 (LA Schools) at 28.75%, exceeding LAUSD by 12.48%. MSA-SD has the highest percentage of students achieving a score of 4 (SD Schools) at 34.62%, exceeding SDUSD by 19.84%. MSA-SA has the highest percentage of students achieving a score of 4 (OC Schools) at 23.13%, exceeding SAUSD by 8.36%.
- **Science Assessment (CAST) Highlights:** Overall, MPS' Science scores improved by 2.17 points from 2022 to 2023. Schools that significantly improved their science scores include MSA-2, MSA-6, MSA-7, and MSA-SA. MSA-SD exceeded the state average and is one of the top-performing middle schools in SD with 52.51% proficiency.

# ACCOUNTABILITY DEPARTMENT

*Presented by David Yilmaz, Chief Accountability Officer*



**David Yilmaz**  
Chief Accountability Officer



**Dr. Omar F. Polat**  
Director of State & Federal  
Programs



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



**Lydiett Woods**  
Director of School  
Office Data &  
Accountability



**Jennifer Hook**  
Accountability Operations  
Manager

# 2023 STRATEGIC PLAN UPDATE

*Accountability Dept.*

SCHOOL NAME	FALL 2022	SPRING 2023	FALL 2023	SPRING 2024	FALL 2024	SPRING 2025
MSA-1	1	1	2	2	3	3 Mid-Cycle
MSA-2	1	1	2	2	3	3 Mid-Cycle
MSA-3	1	1	2	2	3	3 Mid-Cycle
MSA-4	4	4 Mid-Cycle	5	5	6	6 Self-Study
MSA-5	4	4 Self-Study	1	1	2	2
MSA-6	7	7 Self-Study	1	1	2	2
MSA-7	7	7 Self-Study	1	1	2	2
MSA-BELL	7	7 Self-Study	1	1	2	2
MSA-SAN DIEGO	4	4	5	5	6	6 Self-Study
MSA-SANTA ANA	5	5	6	6 Self-Study	1	1

**CEO metric:** All MPS sites will maintain their WASC accreditation.

## 2022-23:

Self-study: MSA-5, 6, 7, Bell  
Mid-cycle: MSA-4

(All schools had successful visits.)

## 2023-24:

Self-study: MSA-Santa Ana  
(Will be from Jan 29-31, 2024.)

## 2024-25:

Self-study: MSA-4, San Diego  
Mid-cycle: MSA-1, 2, 3

# 2023 STRATEGIC PLAN UPDATE

## Accountability Dept.

	TOTAL # of times served on a WASC VC to another school	# of admin	Ave # of visits per admin
MSA-1	2	6	0.3
MSA-2	3	3	1.0
MSA-3	5	4	1.3
MSA-4	2	2	1.0
MSA-5	1	3	0.3
MSA-6	3	2	1.5
MSA-7	3	3	1.0
MSA-BELL	4	4	1.0
MSA-SD	5	3	1.7
MSA-SA	5	5	1.0
MPS	33	35	0.94
	22 out of	35	, i.e., 63%
of MPS school admin have served on a WASC VC at least once.			

### Metrics:

1. Percentage of administrators who have served on a WASC Visiting Committee (VC) at least once in their careers
2. Average # of visits per admin in their careers

### Actual:

2022-23:  $20/38 = 53\%$  of admin,  $36/38 = 0.95$  visit per admin

2023-24:  $22/35 = 63\%$  of admin,  $33/35 = 0.94$  visit per admin

(2023-24: 1 principal, 1 AP, and 2 teachers have made a visit this year.)

### Desired Outcomes:

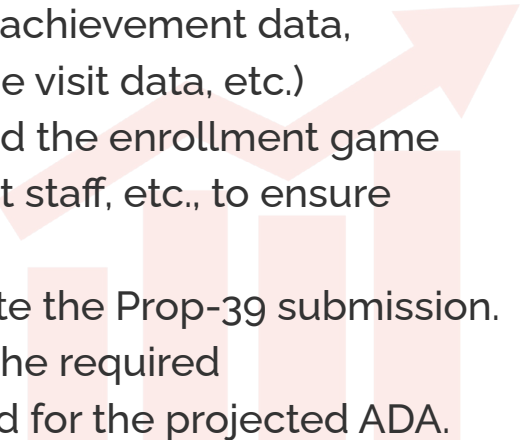

2023-24:  $21/38 = 55\%$  of admin,  $38/38 = 1.00$  visit per admin

2024-25:  $22/38 = 58\%$  of admin,  $40/38 = 1.05$  visit per admin

2025-26:  $23/38 = 61\%$  of admin,  $42/38 = 1.11$  visit per admin

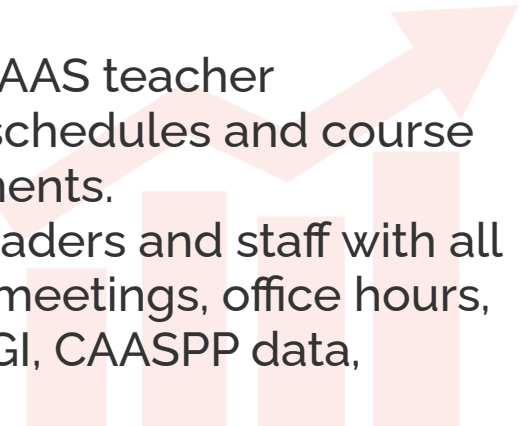

# Reflection



- **Support for Academics:** We work closely with the academic and student-services leads to ensure proper identification and services for students (ELs, students with disabilities, homeless, graduation, etc.) We have also developed many visual tools in Infinite Campus/Tableau to better support academics and student services (student academic achievement data, enrollment/attendance data, after school data, home visit data, etc.)
  - **Support for Outreach & Communications:** Supported the enrollment game plan with enrollment trackers, training for enrollment staff, etc., to ensure pending enrollments turn into active enrollments.
  - **Support for Operations / Facilities:** Helped complete the Prop-39 submission. We reviewed E-CAR reports, ensured schools have the required documentation, and helped collect the data required for the projected ADA.
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# Reflection



- **Support for Academics & Finance:** Through the strategic allocation of one-time funds such as ESSER, Educator Effectiveness Block Grant, A-G Completion Improvement Grant, etc., we orchestrated a seamless collaboration, ensuring efficient and responsible utilization of resources and timely reporting.
  - **Support for HR:** Supported HR with the CalSAAS teacher credentialing monitoring via master course schedules and course codes to ensure appropriate course assignments.
  - **Other Support for MPS:** Supported school leaders and staff with all sorts of training during weekly and monthly meetings, office hours, and Monday breakout rooms (NWEA MAP CGI, CAASPP data, CALPADS, software, etc.)
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# FINANCE DEPARTMENT

*Presented by Dr. Steve Budhreja, Chief Finance Officer*



**Dr. Steve Budhreja**  
Chief Finance Officer



**Cafer Turan**  
Senior Controller



**Harun Ciftci**  
Senior Financial Analyst



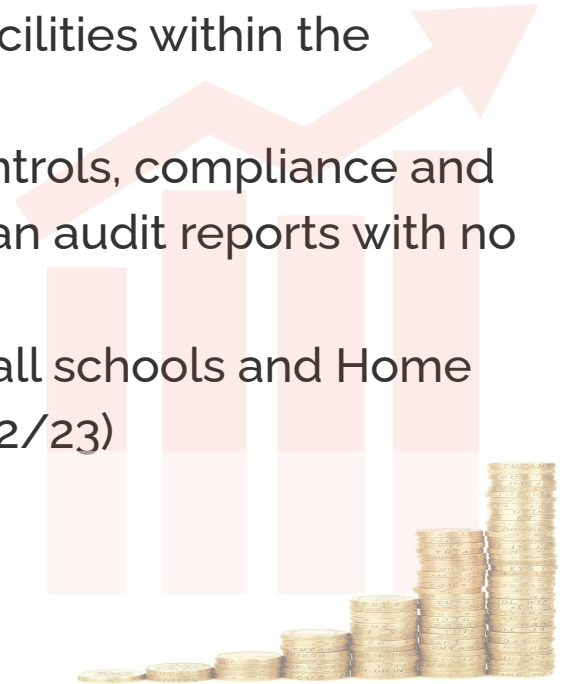
**Lesia Nwankwo**  
Accounts Payable &  
Vendor Relations  
Manager



**Brock Atar**  
Payroll Manager &  
Financial Analyst

# Reflection

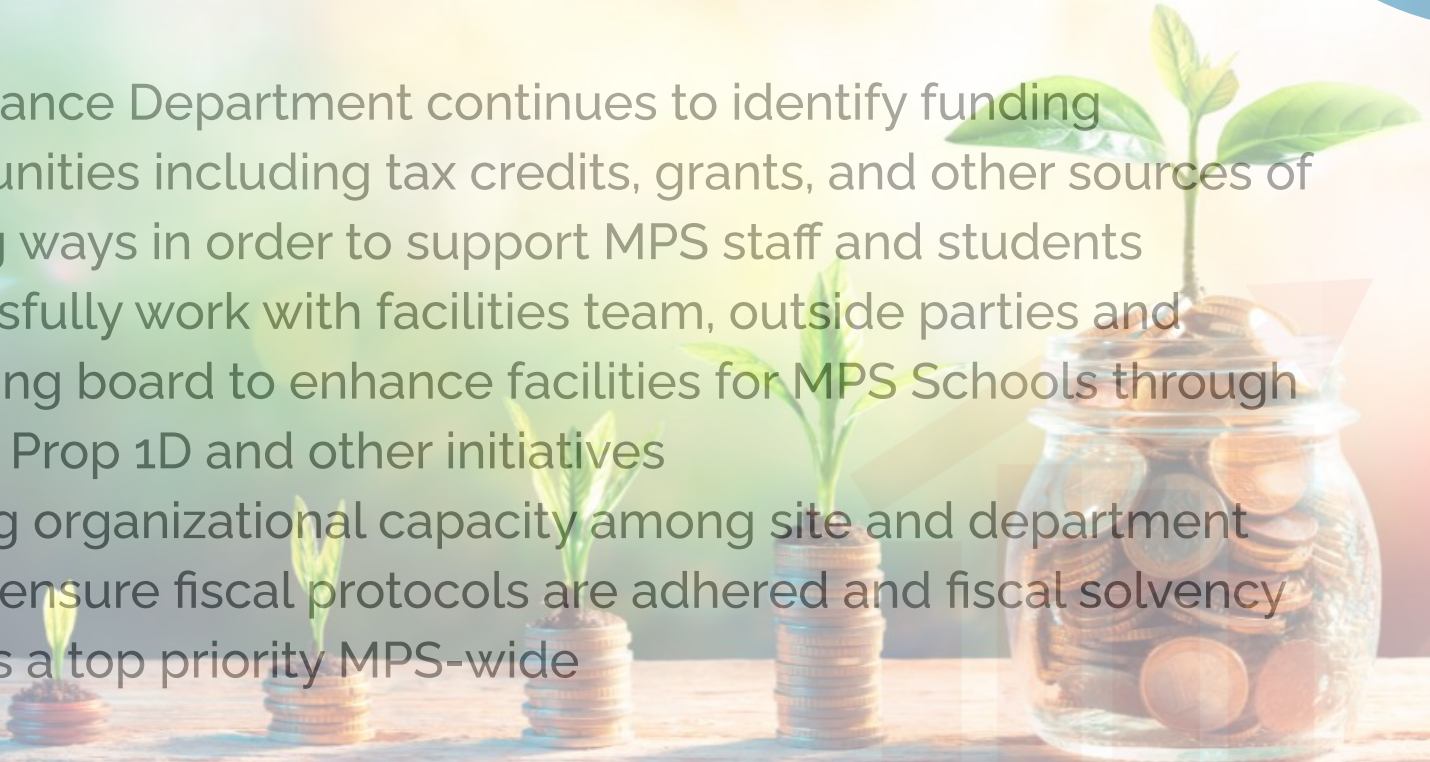
- The Finance Department successfully directed all Federal & State funding in order to enhance teacher compensation, provide resources to the classroom and improve facilities within the operational budget
- We led initiatives to strengthen internal controls, compliance and maintain fiscal responsibility leading to clean audit reports with no material discrepancies or findings
- Maintained overall positive net income for all schools and Home Office at the end of the year - (FY 21/22 & 22/23)





# Reflection

- The Finance Department continues to identify funding opportunities including tax credits, grants, and other sources of funding ways in order to support MPS staff and students
- Successfully work with facilities team, outside parties and governing board to enhance facilities for MPS Schools through SB 740, Prop 1D and other initiatives
- Building organizational capacity among site and department staff to ensure fiscal protocols are adhered and fiscal solvency remains a top priority MPS-wide



# LEGAL & FACILITIES DEPARTMENT

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



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



**Mustafa Sahin**  
Facilities Project Manager

# Reflection



## MSA-5

- Completion of MSA-5 DSA project by August 2024 was ambitious and ultimately cost prohibitive. Staff moved forward with a design in order to meet that goal.
- Staff has pivoted to consider different delivery options to bring project within budget.


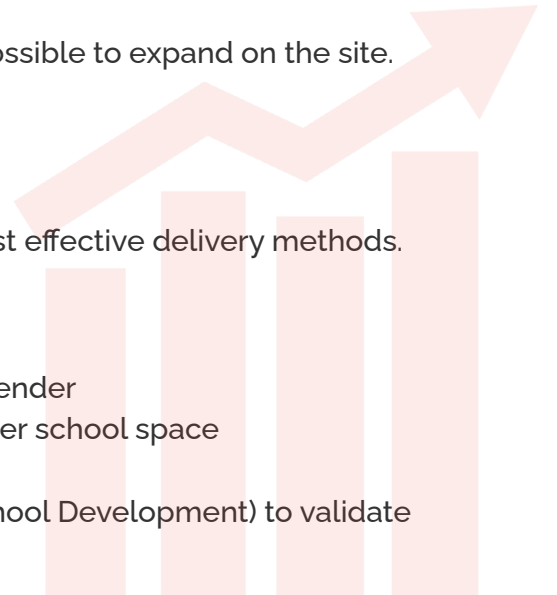
## MSA-7

- The landlord's change of management has made it difficult if not impossible to expand on the site.
- Staff has 4 years to seek out a new site.

## MSA-2

- CUP is in process and targeting a Fall 2026 occupancy. Evaluating cost effective delivery methods.

## General

- Have created a successful relationship with CLI Capital, a short term lender
  - Need to continue to build relationships with other lenders in the charter school space
  - Collaborate with C-Team to seek out philanthropic sources of funding
  - Work with general contractors and developers (i.e., Pacific Charter School Development) to validate projects
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# 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



**Bryant Olandes**  
Director of Advancement



**Maite Montalvo**  
Director of Community Schools &  
Partner Engagement

# Family and Community Engagement

Taco Bell  
Interviews with  
MSA SA High  
School students



Round Table Talk with LAist and  
MSA Bell Families

MSA SA 5th Grade Student  
Government President  
with former Santa Ana  
Mayor Vicente Sarmiento



Community Resource Fair at MSA Bell

# Reflection

- Systems work and we must continue to invest in them with the voices of educational partners at the center
- The growth of our team will continue to support the critical areas to focus on for sustainability such as the strategic development plan with a Philanthropic focus
- Innovative thought processes shared by school leaders continue to help pivot and provide coaching to correct opportunities
- Families are at the heart of the work and we must continue to invest and grow the capacity of our school leaders and school staff to reinforce the “why”
- Achieved over 18 positive media placements amongst various news outlets— Univision, NBC4, Telemundo—during the 2023-24 school year, in contrast to an average total of 6 placements in the 2022-23 and 2021-22 school years
- Successfully hosted our first Magnolia Gala celebrating 20 Years of Belonging with over 230 educational partners in attendance who contributed to raising funds towards our Magnolia College & Career Ready Scholarship, which will benefit students who are applying to college.
- Involved Principals in the communication process beforehand to ensure that the messages were accurately conveyed, addressing any potential misunderstandings or concerns before reaching the entire staff. This collaboration facilitated a sense of ownership among the Principals. In addition, we have now included the Magnolia Engagement Team (Parent and Community Engagement Coordinators and Community School Coordinators) in the communication notices so they are aware of the messages that will be going out via ParentSquare.

# OPERATIONS DEPARTMENT

*Presented by Suat Acar, Chief Operations Officer*



**Suat Acar**  
Chief Operations Officer



**Derya Hajmeirza**  
Director of Human  
Resources



**Murat Akbas**  
Assistant Director of  
Human Resources



**Barbara Torres**  
Talent Acquisitions  
Manager



**Rasul Monoshev**  
IT Director



# Reflection

## RETENTION REPORT

### Teachers

	TEACHER RETENTION PERCENTAGE		
	2022 CENSUS DAY	2023 CENSUS DAY	DIFFERENCE
MSA-1	70.27%	73.68%	3.41%
MSA-2	81.82%	78.26%	-3.56%
MSA-3	68.18%	73.91%	5.73%
MSA-4	90.00%	33.33%	-56.67%
MSA-5	75.00%	60.00%	-15.00%
MSA-6	83.33%	75.00%	-8.33%
MSA-7	81.25%	88.24%	6.99%
MSA-8 (Bell)	66.67%	54.17%	-12.50%
MSA-San Diego	68.42%	75.00%	6.58%
MSA-Santa Ana	86.11%	75.00%	-11.11%
OVERALL	75.96%	70.89%	-5.07%

### All Staff

	ALL STAFF RETENTION PERCENTAGE		
	2022 CENSUS DAY	2023 CENSUS DAY	DIFFERENCE
MERF	96.43%	96.55%	0.12%
MSA-1	76.19%	79.73%	3.54%
MSA-2	82.93%	83.33%	0.41%
MSA-3	80.00%	79.55%	-0.45%
MSA-4	93.75%	64.71%	-29.04%
MSA-5	84.00%	66.67%	-17.33%
MSA-6	90.91%	84.62%	-6.29%
MSA-7	78.13%	83.33%	5.21%
MSA-8 (Bell)	76.60%	60.00%	-16.60%
MSA-San Diego	69.70%	76.67%	6.97%
MSA-Santa Ana	69.35%	76.19%	6.84%
OVERALL	78.89%	77.19%	-1.71%



# Reflection

## VACANCIES REPORT

Comparison Vacancies Table (22/23 - 23/24)

23-24 VACANCY REPORT ON 8.15.23		
LOCATION	22-23 VACANCY	23-24 TOTAL
001 - MSA-1	6	11
002 - MSA-2	2	7
003 - MSA-3	4	5
004 - MSA-4	1	7
005 - MSA-5	2	7
006 - MSA-6	0	1
007 - MSA-7	0	1
008 - MSA-8	2	11
009 - MSA-SA	3	7
010 - MSA-SD	1	6
HOME OFFICE	0	6
<b>Grand Total</b>	<b>21</b>	<b>69</b>

Current Vacancies (11/07/23)

LOCATION	VACANCY		Total
	CERTIFICATED	CLASSIFIED	
MSA 1	2	4	6
MSA 2	5	0	5
MSA 3	2	0	2
MSA 4	0	1	1
MSA 5	0	2	2
MSA 6	FULLY STAFFED		
MSA 7	1	1	2
MSA 8	1	2	3
MSA SA	FULLY STAFFED		
MSA SD	1	1	2

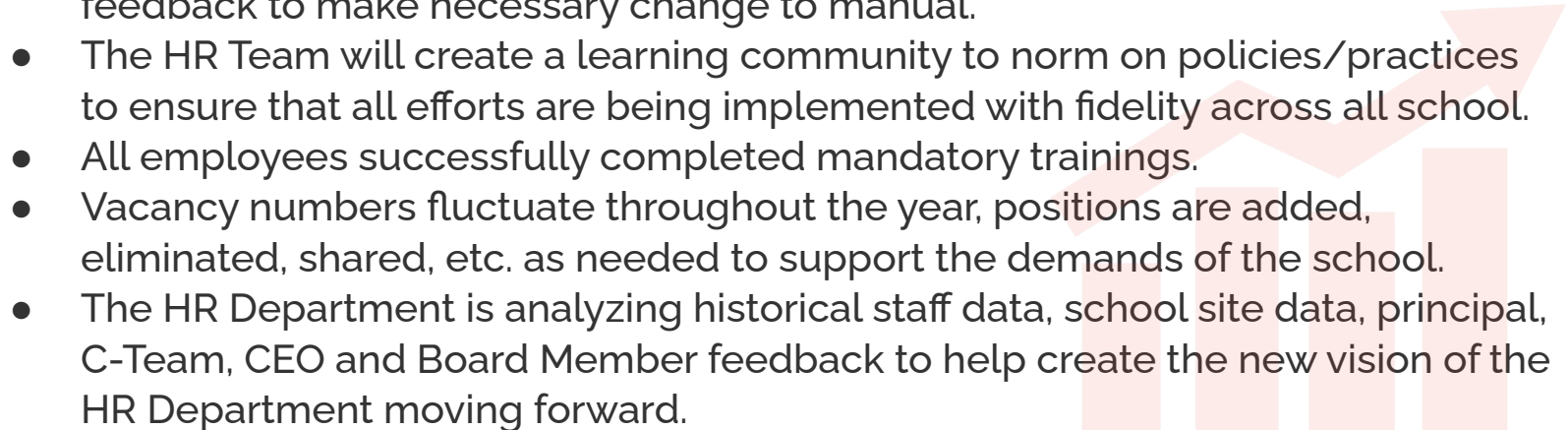
# Reflection

## 22-23 CALSAAS REPORT AND COMPARISON

SCHOOLS	2019-2020		2020-2021		2021-2022		2022-2023	
	EXCEPTIONS	MISASSIGNMENTS / CORRECTED MA	EXCEPTIONS	MISASSIGNMENTS / CORRECTED MA	EXCEPTIONS	MISASSIGNMENTS / CORRECTED MA	EXCEPTIONS (NOT DETERMINED)	MISASSIGNMENTS CORRECTED
MSA-1	8	2	8	3	<u>33</u>	1 + 2	1	0
MSA-2	15	1	4		<u>3</u>		4	0
MSA-3	28	4	18	1	<u>30</u>		8	0
MSA-4	7		2		0		2	0
MSA-5	15		17		<u>5</u>	1	3	0
MSA-6	16		7	6	<u>8</u>		7	0
MSA-7			2		0		0	0
MSA-8	16		8		1	1	7	0
MSA-SA	2		2		<u>16</u>		10	1
MSA-SD	7		8		<u>4</u>	0 + 2	2	0
<b>TOTAL</b>	<b>114</b>	<b>7</b>	<b>76</b>	<b>10</b>	<b>100</b>	<b>3 + 4</b>	<b>44</b>	<b>1</b>

# Reflection



- The HR department successfully distributed all 2023-24 employment agreements to staff.
  - The HR department presented the HR Administrative Manual to the school principals during the summer in-service training. Next phase is collect feedback to make necessary change to manual.
  - The HR Team will create a learning community to norm on policies/practices to ensure that all efforts are being implemented with fidelity across all school.
  - All employees successfully completed mandatory trainings.
  - Vacancy numbers fluctuate throughout the year, positions are added, eliminated, shared, etc. as needed to support the demands of the school.
  - The HR Department is analyzing historical staff data, school site data, principal, C-Team, CEO and Board Member feedback to help create the new vision of the HR Department moving forward.
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# CEO & SUPERINTENDENT'S OFFICE

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




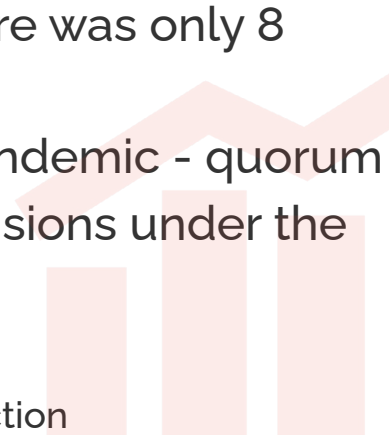
**Alfredo Rubalcava**  
CEO & Superintendent



**Jennifer Lara**  
Executive Assistant & Board  
Secretary

# Reflection



- Referring to the 2022-23 Board approved calendars:
    - 100% of all Regular Board Meetings were held
    - 100% of all off-cycle Board Meetings were held (3 total)
    - 67% of all Committee Meetings were held
  - Out of the 35 total meetings on the calendar, there was only 8 meetings that were cancelled or postponed.
  - First full year of in-person meetings since the Pandemic - quorum for all meetings were met and followed the provisions under the Brown Act & SB 126.
  - Authorizer & Oversight
    - 5 years strong in receiving a 4 on LAUSD Governance section
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# Reflection

- Continued Board communication in all areas such as Board Meeting updates/events/school highlights & accomplishments.
  - Active Board Participation!
    - Board & Committee Meetings
    - WASC visits
    - Leadership in Service
    - Fall Symposium
    - School Site Visits
    - Board representation in authorizer events (San Diego County Office of Education)
    - 20th Year Anniversary

