



Board Report

Chief of Staff

Elizabeth Martinez

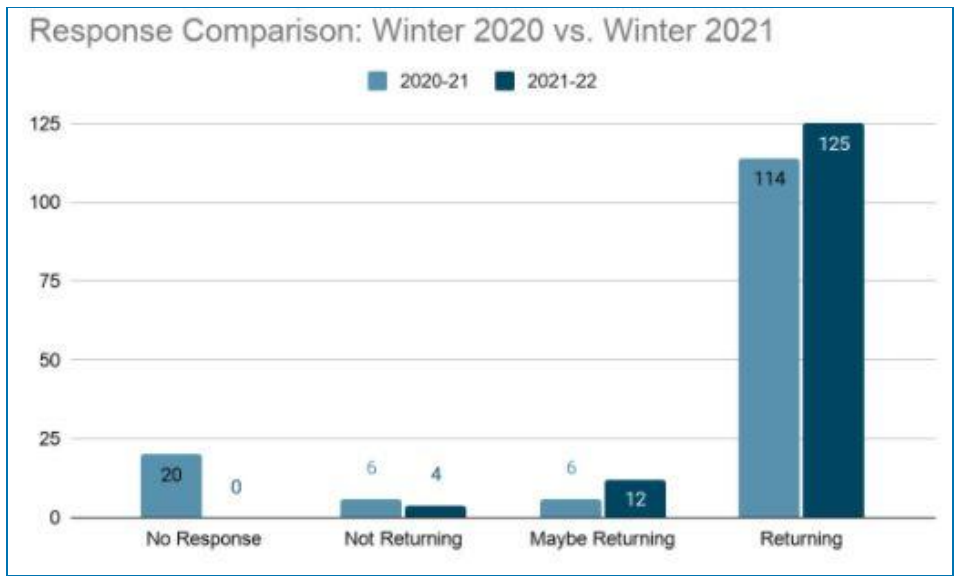
Chief of Staff

What?

Every winter we administer the Intent to Return process across the entire organization. The primary purpose of the process is to estimate retention rates and potential vacancies for the upcoming school year. The process has been consistently administered for several years at MWA. This year, I partnered with the Director of Human Resources to share my successes, challenges from the year prior and to place a renewed emphasis on the purpose of the process.

Table A

The process was administered in a timely manner and **we achieved 100% participation in comparison to last year's participation of 86.3%** (see Table A for more detail on the response rates).



In addition to their yes, no, or maybe response, we invite employees to provide us insight into mitigating personal or professional circumstances that could impact their ability to return next year. Table B provides a year-to-year comparison of the reasons provided to HR through the survey. All responses to this question were provided by employees who responded with Maybe or No.

Table B

	2020-21	2021-22
Not Returning	<ul style="list-style-type: none"> Relocating (1) Graduate School (1) Career Change (2) 	<ul style="list-style-type: none"> Relocating (4)
Maybe Returning	<ul style="list-style-type: none"> Impact of reorganization (1) Career Change (1) Sustainability (1) 	<ul style="list-style-type: none"> Graduate School (3) Personal Safety due to COVID (2) Sustainability (2) Relocating (1)

So What?

Each year, we discuss staff retention rates as an area of growth because of the impact it has on students and our employees. It was encouraging to find that ***our projected overall retention rate is 88.6% (125) going into the next school year***, the majority of the expected departures are non-faculty positions. From prior experience, we know that ***this number can change between now and the start of the next school year*** but it is encouraging nonetheless. Additionally, in comparison to previous years the reasons employees provided as ***reasons for leaving MWA at the end of the school year are almost entirely focused on personal choices such as relocation and/or a change in career***. In fact, the ***four employees who are confirmed non-returners are leaving due to physical relocation***. While we have work to do through our Culture and Climate Committee, this is an indicator that we are moving in the right direction with regards to our culture. We are currently analyzing the data from our Staff Satisfaction Survey which we will share with the board during the May meeting.

The ***information we received*** from our non-returners and those on the fence about returning ***was consistent with national job transition trends as a result of the pandemic and wide-spread remote work***. Working conditions during the pandemic forced employees to think about their job differently. Some are enjoying the flexibility of working remotely, some are re-evaluating their contentment, or lack thereof, with California's cost of living, and some with extended families out of state were pulled strongly to return to their home states.

Now What?

From my perspective, ***the process fulfilled its intended purpose and it provided some fruitful information***. Below you will find a list of next steps related to this process.

- We have ***three employees who did not sign their letter of intent and we are awaiting final confirmation of their status for next year***, supervisors have been instructed to engage with those employees as we simultaneously prepare to post those positions.
- At the end of the academic year (June 30, 2021) we will run our final turnover numbers but as of now we are ***projected to have a retention rate of 88.6%*** compared to 69% last academic year.
- We will be working with ***hiring managers and Talent to initiate the recruitment to fill vacant positions*** for the upcoming school year.
- While we see a national trend of organizations going fully remote as a way to retain and attract, we must also remember that we are a school who must serve students in person (this is what our Charter stipulates). ***When we reopen fully and distance learning is in our rear-view mirror, remote-only positions are not going to be broadly available but we are exploring a limited remote work policy for eligible positions*** which would allow some employees to work remotely a limited amount of time -- more to come on that soon!