



Board Report

Chief Operating Officer

Elizabeth Martinez

Chief Operating Officer

What?

The first eight weeks of school are behind us and they have proven to be the most challenging weeks for us on a number of fronts. **Challenge can be both a trying experience and an invitation for transformation; how leaders navigate the tension space between the two is what matters most.** Following the difficult decision to close the school, due to short-staffing, I facilitated a community conversation where staff openly shared their experiences under the current conditions, conditions that are not unique to MWA and yet, they feel very distinctive to our community. **What is most clear to me now, is that there is in fact a continuum of experiences at MWA ranging from overall job satisfaction to general discontent.** At the same time, **across that continuum there are threads of feedback that remain constant.** Those threads include: **a need for clear, transparent and timely communication, more opportunities for a wide range of input from those closest to the work, and a desire to feel cared for in the workplace.** During the community conversation, I expressed my belief that our community can only move forward to the extent that all members of the community can take responsibility for the change that is needed. Leadership plays a key role in driving that change by listening to the feedback and taking action to respond in a timely manner.

So What?

MWA is a school that has prioritized the success of students who have been shamefully underserved in our country. Our work requires an exceptional commitment from our employees; a commitment that is currently being tested as educators navigate a world that both requires them to be vigilant against COVID while creating normalcy for students in the classroom. On a daily basis, I come across new articles that describe stressors and tensions present in K-12 that are driving teachers out of the classroom and staff out of education post-pandemic. Recent surveys of educators showcase that educators are feeling the pressures of working in schools this year in an overwhelming way. As a result, **there is a growing demand for reassurance from leaders in order to stay in the profession during and beyond this year.** As Chief Operating Officer, I have direct access to departments that can support the employee experience at MWA in a way that is meaningful and impactful.

Now What?

Based on the feedback from staff, **I am taking the following steps to support the organization in moving towards stability.**

- Working with the Operations Team to **begin planning for 2022-2023 during semester one to allow for more teacher and staff input** on key items such as: the master calendar, end of year clearance processes, summer activities, and start of the year processes.
 - This planning typically starts in the Spring semester and the calendar is usually finalized in mid-June, leaving the school only a couple of weeks to launch the new school year in July.
- Supporting my team in **creating institutionalized and consistent systems for accurately tracking, analyzing, and responding to trends and needs across their departments** (HR, Operations, Compliance, Data Systems, Assessments, Attendance, and Marketing) **to minimize unnecessary errors.**
- **Implement and elevate communication systems** that support internal and external communication **including a new parent communication tool** that will provide:
 - integrated translation support in 100+ languages;
 - automated rostering for all teachers;
 - scheduling functions for parent teacher conferences, volunteer opportunities, etc.
- Collaborating with the DEI Working Groups, DEI Advisory Committee, as well as the Culture and Climate Advisory Committee to **continue administering, analysing, and responding to staff feedback/survey data.**
- **Hosting additional community dialogues** to support employees with having constructive conversations that allow for candid conversations in the spirit of improving our culture.

Appendix A

Quarter 2 Priorities for COO Team

<p>Compliance and Data Systems</p>	<p>School Systems</p> <ul style="list-style-type: none"> • Semester 1 final grades distribution <p>State Reporting</p> <ul style="list-style-type: none"> • CALPADS Fall 1 • CA School Dashboard Local Indicators Reporting • Student Immunization Reporting
<p>Compliance and Assessments</p>	<p>Assessments & Diagnostics</p> <ul style="list-style-type: none"> • Compiling, Analyzing, and Communicating State Assessment Data • Setting up and supporting with interim assessments • Compile and analyze full state assessment results <p>Compliance Monitoring</p> <ul style="list-style-type: none"> • Launching LCAP (monitoring goal/action completion; beginning addendums/updates; facilitating communication in LCAP Team)
<p>Registrar</p>	<p>State Reporting</p> <ul style="list-style-type: none"> • Completing student transfers to balance attendance reporting • P-1 Attendance Submission <p>Attendance Monitoring</p> <ul style="list-style-type: none"> • Attendance training for teachers • Daily attendance tracking
<p>Human Resources</p>	<p>Employment</p> <ul style="list-style-type: none"> • Summer School Planning (initiate job description reviews) • Intent to Return (preparation and planning) <p>Compliance</p> <ul style="list-style-type: none"> • CALPADS Reporting • Administration of Benefits Open Enrollment <p>Performance</p> <ul style="list-style-type: none"> • Supervisor Training--CircleUp Education trainings & Policy implementation
<p>Operations</p>	<p>Systems</p> <ul style="list-style-type: none"> • Implement new parent communication tool • Refine and standardize the use of SolarWinds to track and respond to Operations request <p>Staffing</p> <ul style="list-style-type: none"> • Engaging with Operations team members to evaluate clarity of roles and responsibilities • Assessing the organization of the team against the needs of the campus <p>2022-2023 Planning</p> <ul style="list-style-type: none"> • Begin master calendar planning 5 months ahead of the previous year's schedule • Create standard operating procedures for routine tasks/projects

October 2021

Appendix B

The infectious period begins two days before the onset of symptoms. If the case did not have symptoms, the infectious period is considered two days prior to the testing date. Students who were not on campus two days prior to testing positive, are designated as “Positive Off Campus”. This is in alignment with the guidance by our local county health department.

Those who are quarantined are required to remain at home for 10 calendar days unless:

- They are asymptomatic and provide proof of full vaccination (at least 14 days have passed since their final dose), if they meet this criteria they can return to school immediately
- They are asymptomatic and test negative for COVID-19 between the 4th and 6th day since their exposure, students can return to school upon receipt of their negative results

COVID Data as of October 8th, 2021

- For two weeks, we saw our COVID numbers drop to 0
- During the week of 9/28, we tested approximately 97% of our students and received no positive results

	On-Campus Week of 8/23	Off-Campus Week of 8/23	On-Campus Week of 9/07	Off-Campus Week of 9/07	On-Campus Week of 9/14	Off-Campus Week of 9/14	On-Campus Week of 9/20	Off-Campus Week of 9/20	On-Campus Week of 9/28	Off-Campus Week of 9/28	On-Campus Week of 10/4	Off-Campus Week of 10/4
5th Grade	2	2	0	0	0	0	0	0	0	0	1	0
6th Grade	0	0	0	1	0	0	0	0	0	0	0	0
7th Grade	1	1	0	0	0	0	0	0	0	0	0	0
8th Grade	2	1	0	1	0	0	0	0	0	0	0	0
9th Grade	0	0	0	1	2	0	0	0	0	0	0	0
10th Grade	1	2	0	0	0	0	0	0	0	0	0	0
11th Grade	0	0	0	0	0	0	0	0	0	0	0	0
12th Grade	0	0	0	0	0	0	0	0	0	0	0	0
Employees	0	0	0	1	0	0	0	0	0	0	0	0
Totals by Week	6	6	0	4	2	0	0	0	0	0	1	0
Totals to Date as of 10/08/21												
	On Campus	Off Campus	5th Grade	6th Grade	7th Grade	8th Grade	9th Grade	10th Grade	11th Grade	12th Grade	Employees	
	9	10	5	1	2	4	3	3	0	0	1	