MWA Staff Engagement Next Steps

Presenter(s): MWA CEO and COO
Date: 1/5/2022

Learn. Graduate. Give Back.

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"The Ask" – Meeting Objectives

- ***Space to share additional thoughts and insights***

- ***On the right track in terms of ideas & next steps proposed***

- ***Information, data, or evidence and at what cadence***

Board Comments

Do any of you have general comments or reflections you want to share after having a bit more time to sit with it?

Do the themes and high level key points still capture the critical pieces of feedback you heard?

Does the current state of the pandemic and other external forces add any additional element here that we haven't already captured?

CEO Reflections

- *Much of the feedback resonated as valid/true*

- *While embarrassing, areas of focus are clear*

- *Consistent pattern of a gap between plans and reports vs. perceptions, actions, and results*

- *Assumption that "old" way & my approach would inform one another for a "new way" was wrong – "old" way has prevailed and clouded my approach*

- *Tradeoffs of what would be lost in terms of identify, culture, and people if I moved too fast*

where you are

a year from now

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@MOLLYHOSTUDIO

COO Reflections

- *k*

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Follow-up Steps COMPLETED to Date

- Detailed reports from all sessions provided to executive leaders
- Follow-up email sent by Alicia to staff prior to Thanksgiving
- Board members engaged on the project debriefed with Alton
- Alton discussed reports with senior leaders
- This presentation to the full board

Follow-up Steps <u>COMPLETED</u> to Date

Steps	Comments
Detailed reports from all sessions provided to executive leaders	• Leaders appreciated being able to review the detailed report
Follow-up email sent by Alicia to staff prior to Thanksgiving	• Underlined and demonstrated transparency • I received no positive or negative comments about the email
Board members engaged on the project debriefed with Alton	• Alton led a Dilemma of Practice and took notes • Alton requested a follow-up meeting to discuss further • Alton asked to include COO in next meeting
Alton discussed reports with senior leaders	• Alton led a Dilemma of Practice with MWA exec team • Alton engaged with Angel about the report
This presentation to the full board	• Elements of the report were discussed publicly • Alton engaged full board in closed session

Next Steps – Status Report

Steps	Status	Comments
Share this presentation with all staff	Completed?	• Shared my thoughts and validated report in CEO address before the break. Unclear if the slides were shared w/staff.
Leadership will engage with staff on findings	Pending	• Given the timing and fatigue of staff, this has not been undertaken. Rather than share report, will share plans. Have to do both "showing" and "telling".
Board members on the project will hold a second discussion with Alton on short/long term fixes	In process	• In process to see if anything was missed and that the approach seems solid in addressing the concerns raised.
Leadership will develop tactical plans for shorter term items and strategic plans for larger issues	In process	• General steps being led by CEO and COO to be targeted and specific in tactical plans focused on communication, clarity, timeliness, and evidence of action. Strategy will take longer to develop given competing priorities for time. Staffing actions.
Position for reset in Semester 2	In process	• Some resets proposed (EWJ) with CEO and COO pushing in.
Explore ways to make sure the board regularly hears teacher perspectives	TBD	• I have some thoughts on how to include teacher voice in the Board reports.

High-level Themes

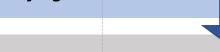| Respect & Community	Communication	Tools & Support	Student Behavior
Pain points			
*Staff feeling **lack of community** and not **feeling valued**, particularly with staff turnover* *Pressure to be perfect and **fear of admitting mistakes/raising red flags***	***Last-minute** communication* *Slow and **opaque decision making*** ***Lack of responsiveness** to questions and concerns*	***Understaffing** causing extra burden on staff and lack of support for teachers* ***Poor planning and lack of systems** leading to disorganization and confusion*	*Challenges with **behavior management** and lack of support* *Concern for **student achievement, experience, equity and safety***
Example solutions			
• Community building for students and staff • Focus on making people feel valued • Make time for collaboration	• Improved communication from school and leadership • Add teacher voice to board meetings	• Improve systems and planning • Hire more supervisors and temps • Provide more support for new teachers	• Set expectations for students, have consequences • Hire more deans

High-level Theme Action/Plans

	Communication	Student Behavior	Tools & Support	Respect & Community
Actions & Plans	• Communicate <u>early & often</u> with <u>context</u> • Communicate things <u>multiple times in</u> multiple channels • <u>important messages</u> should stand alone • Seek <u>input</u> from staff • Seek <u>evidence</u> of messages received	• EWJ <u>Task Force</u> comprised of faculty proposed some items • Alton & EWJ - Deans w/3-5 <u>specific areas of emphasis</u> & be clear w/staff on them	• Adding an <u>extra Dean</u> position • Adding <u>additional campus supervisors</u> with a new JD for the role	• Will propose where and how to do some <u>in-person meetings</u> • Will propose a sort of "Strawberry Talk" for groups within MWA • Will propose an opt-in cadence of <u>staff peer support meetings</u> with a trained professional
Questions & Factors	• Diminished capacity & experience so I am stepping in more • Having a "sense" of what to share vs. being "told" what to share	• <u>Diminished capacity</u> challenges (Deans & Campus Supervisors) • Staff <u>on leave</u> and <u>sporadic absences</u> will be a challenge	• Need more time to dig into the systems for <u>Friday PD, teacher observation</u> and support, & <u>common planning time</u>	• Looking into <u>2-year employment agreements</u> • Communicating better, building community, & seeking input = valuing

CEO Key Areas of Focus

- Communication – early and often, expectations, & vision

- Pushing in and weighing in more in my leadership role

- Seeking more clarity from existing leaders on plans/actions

- Build out and seek input on a vision for MWA moving forward
    - Operational competence
    - Academic and programmatic identity
    - Resource allocation, innovation, and resource constraints

- Develop a narrative that provides more opportunities for folks to say "yes" or opt out if they are not aligned

COO Key Areas of Focus

Follow-up

- What data or information do you want from me, the COO, the exec team to assess progress in these 4 thematic areas?

- How often do you want some of this information provided to you/the Board?

- In your respective sub-committees, I think there is an opportunity for you to provide support. I would propose that those discussions happen in those committee groups with Liz and I included and then across the groups to see where certain approaches should align and where it makes sense for them to be different.