



# MWA CEO Report to the Making Waves Academy Board of Directors

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*March 2022*

## **Semester 2 Start**

After delaying the start of the 2<sup>nd</sup> semester, I was happy with the way we were able to come back to campus. A few things helped with our eventual return to campus. The work of Dr. Ward-Jackson and the task force in generating and implementing ideas to increase a sense of presence and accountability for students really helped to set a different tone. I set up my laptop in the first week around different parts of campus some mornings to observe how things were going as well as to help provide additional presence. In my observation, where we were able to provide additional presence, students responded well to the structure and faculty/staff in those areas appreciated the additional support.

Here are some personal observations and information relayed to me:

- The COVID testing and response systems for students and adults was very responsive to the needs of the community in identifying and then being able to quarantine community members who tested positive.
- The contact tracing and follow-up by our nurses was comprehensive and time-intensive.
- The number of absences and tardies were reduced materially as dedicated staffing was put in place to support our Student Accountability Review Board (SARB) process along with reinforcing existing systems.
- In attending the Black Excellence Dinner as part of celebrating Black History Month, seeing and validating the importance of protected and safe affinity spaces for various communities within MWA is vital.
- Despite the slow start to semester 2, the ELPAC assessments were administered to English Language Development (ELD) classified students, which will indicate our progress in this area and an opportunity to reclassify students.
- Some student fighting is occurring in the middle school. We are challenged by trying to hold the students accountable, avoid administering many suspension days, and help students understand the impact on the community, other students, and staff.
- In spite of the slowed start, staff appreciated having a day (or more) to prepare for the return of students with no students on campus. Where it makes sense, we are building this feedback into the development of the 2022-23 calendar.
- Staff recruitment is ongoing for the current year as well as for the 2022-23 school year.

## **My Continued Areas of Focus**

- More frequent and targeted communication among all MWA community groups
- Budget and master calendar planning for 2022-23
- Meeting with functional area leaders and staff to gain more insight into progress and challenges
- Support efforts to shore up campus safety and operations
- Lean into supporting MWA being an inclusive and safe environment for community members
- Working in various open learning spaces on campus to help provide more visible leadership presence

## Progress to Goals for 2021-22

My goals and *Objectives & Key Results* (OKRs) have had to shift more than in any other year of my school leadership. Typically, I am able to maintain momentum and make progress on at least two or more major goals. I have had to pivot and amend my areas of focus on goals and timelines multiple times this year.

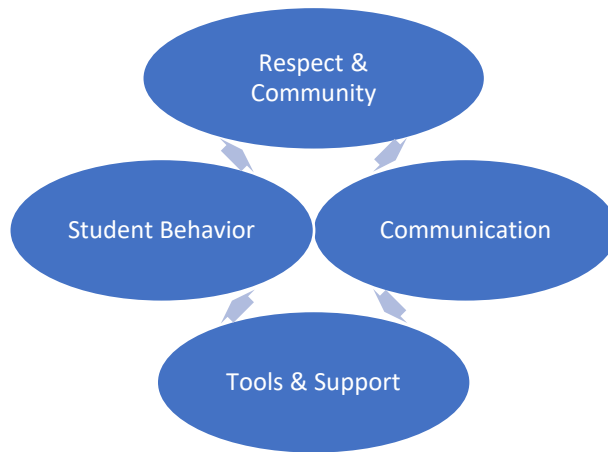
Goal	Updates	Timing
<p><b>Goal #1</b> – <i>Develop a core instructional approach that is consistent with the core identity of MWA’s past and provides forward-looking approaches that are responsive to more current and future teaching and learning challenges and opportunities.</i></p>	<p>I have worked with some school leadership to discuss a vision for intervention moving forward along with an emphasis on 5<sup>th</sup> and 6<sup>th</sup> grade skill acquisition and development in the areas of reading, writing, and math. How do we provide multiple opportunities for practice, feedback, and development across all grade levels and across all content areas? My goal is to have additional discussions this spring with school leadership in time for some discussion at the Curriculum Review Committee meeting.</p>	<p><b>JUNE</b></p>
<p><b>Goal #2</b> – <i>Apply some of the recommendations of the Cal Berkeley Board Fellows in the area of further capturing and systemizing program and teaching innovation through a consistent “test and learn” approach.</i></p>	<p>Deprioritized with the exception of the college access scope and sequence work. I think there will be “test and learn” opportunities we can take advantage this year, and to be more fully realized it needs some connection to progress on Goal #1. Any innovation needs to be anchored in core practices and goals.</p>	<p><b>NA</b></p>
<p><b>Goal #3</b> – <i>Assess MWA programs to assess resource allocation levels for the near and medium term to support long term financial sustainability.</i></p>	<p>Again, the staff the survey data from December showed that the top 3 areas that should continue to be the highest priority are:</p> <ol style="list-style-type: none"> <li>1. <u>Temporary COLA Stipend (\$12,000)</u></li> <li>2. <u>Campus supervision</u></li> <li>3. <u>Holistic support</u></li> </ol> <p>In my estimation (keeping these three areas in mind in informing resource allocation moving forward), we need to move to a phase of resource reallocation versus just seeking more money. Diversifying our course offerings at the upper school and providing more opportunities for students to be exposed to a variety of experiences is a high priority for me as we continue to seek pathways to long term financial sustainability.</p>	<p><b>JUNE</b></p>

### MWA Board Engagement with MWA Staff

A continued area of focus is communication – attempting to communicate “early and often”, providing context and clarity as much as I can, and communicating across the range of our community members. Please see the chart on the next page for various updates.

**Progress Updates in Thematic Areas of Staff Engagement Board Report**

Feedback Themes	Updates
<i>Respect &amp; Community</i>	<ul style="list-style-type: none"> <li>• I was not able to secure dates for the school for an engagement with a service provider to lead opt-in group meetings to process grief, loss, and experiences associated with operating school in COVID conditions as well as the loss felt in operating remotely last school year. I will offer this service to the central office staff.</li> <li>• Mr. Siapno communicated that there are plans for creating spaces for student community building but we have not had an opportunity to do so.</li> <li>• Proposing opt-in “Strawberry Talk” at the school has not occurred yet.</li> <li>• A plan is underway that seeks feedback on the 2022-23 school calendar.</li> <li>• Continuing to engage with students directly on campus and provide presence and requesting admin and board support and presence for events such as the Black Excellence Dinner and Celebration for Black History Month.</li> </ul>
<i>Communication</i>	<ul style="list-style-type: none"> <li>• Maintaining direct messaging to staff through email and Slack.</li> <li>• Continuing to provide as much detail and context as I am able to in messaging</li> <li>• Meeting with small groups of staff and individuals to discuss a particular pain point and experience</li> <li>• Offering an opportunity for some Q and A with me before the Feb. break</li> </ul>
<i>Tools &amp; Support</i>	<ul style="list-style-type: none"> <li>• Reviewing SEL curriculum and online platforms</li> <li>• In discussion for ways to better secure the campus</li> </ul>
<i>Student Behavior</i>	<ul style="list-style-type: none"> <li>• Using a webinar format, delivered a direct message to students in Homeroom (MS) and Advisory (US)</li> <li>• Hired Senior Dean and an additional Dean; looking to hire one more Dean</li> </ul>



**Strategic Plan Updates**

The retreat with members of the MWA College and Career Counseling team, executive leaders from MWA and MWF, and members of the CAP team went very well. The framework that CAP has developed is very good. We identified we need to do more work to more closely link the CAP framework for college/career success to the MWA scope and sequence for college access. While we ended the meeting with some concrete understandings and questions, we also saw that we were more aligned than we thought in some ways. We do not always have shared or common language to describe some similar goals or outcomes. Next steps include identifying some experiences and opportunities to collaborate and expand on the areas identified at the retreat that can be further developed. There was curiosity and great energy.