



Learn. Graduate. Give Back.

MWA CEO Report to the Making Waves Academy Board

January 2023

Our January start also marked the beginning of the 2nd Semester. Overall, the 1st Semester was far smoother and materially better than the 1st Semester of last school year. Our organization and instructional focus is stronger, we have had more on-campus student events, and we have had far less disruptions due to COVID.

On the other hand, after going the whole 1st Semester with no school closures, we closed for two days the first week we returned after the winter break due to concerns about the impact of the various winter storms on the campus (power, heat, and safety) and the potential impact on our staff and our families. Our staff drive in from a variety of places – as far away as Sacramento, Stockton, and over the bridge in San Francisco. Early on, we had no real way of knowing how the storm could be affecting our families and the various routes both our families and our staff would be taking to get to campus. Additionally, just before the break and just after we returned, we have had a few additional faculty resignations.

And, despite some of these challenges, we are still making some key hires in operations along with continuing to identify and recruit certificated teachers and substitute teachers. I think through the first semester we have a sense of the key areas we need to address – in curriculum and in our overall approach.

While there are still daily challenges, the majority of our students, faculty, and staff are showing up to school every day. For example, student clubs, such as a new American Sign Language (ASL) club, our Gay Straight Alliance (GSA) club, and our Black Student Unions are meeting across the school. Winter sports in the upper school are in full swing (boys and girls basketball and girls soccer) as well as some middle school sports teams. By now, our seniors have submitted their applications.

Snapshots and Highlights

- All School Meetings (ASMs) in both the middle and upper school this month.
- Preparation for the next LCAP Advisory Group meeting this month.
- Working on finishing up the WASC Report in preparation for the mid-cycle review in early March.
- Working on and preparing status updates to our LCAP.
- Recruitment and hiring for critical 2022-23 positions and positions for next school year.
- Training and preparation for the ELPAC (assessment for English language acquisition and proficiency for students designated as English Learners (ELs)).

Remaining Works in Progress and Challenges

- **Supervision (Campus Safety)** – Better habits are in place in terms of knowing our duties and finding coverage for our duty posts if we plan to be absent. However, some uneven coverage due to resignations and absences sometimes cannot be avoided. Overall, more adults are in places to address student interactions in real time creating an increased sense of overall safety.
- **Arrival/Dismissal** – This continues to be a challenge as a material amount of parents create alternate ways of dropping off and picking up their children that are less safe than driving onto the campus. I have asked our Director of School Operations to engage with a service provider to do an assessment of our current system and make some recommendations for improving the process.
- **Facility Management and Maintenance** – Making Waves Foundation, the owner of the MWA facilities, has hired a new leader to oversee the management and maintenance of the facility. In addition, an outside service provider with facility management expertise is staffed to MWA’s campus to address issues that come up and proactively check on items. We have seen a marked improvement in the way the facilities issues are being addressed. We are grateful for MWF executive leadership and others fully engaging in this area to help ensure our campus is both operational and “world class.”

Recruitment Strategies for the 2023-24 School Year

In preparation for the 2023-2024 school year, the Talent team worked together to assess current operating procedures and systems. Under the direction of the contracted temporary director for the team, the following strategies have been established to support the team’s recruitment strategy & goals:

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| Strategic Planning | <ul style="list-style-type: none"> • Creation and implementation of <u>holistic recruitment plan</u> that is subject to change based on staffing needs. • Creation of <u>recruitment-specific OKRs and additional data tracking</u> to allow the team to identify gaps in recruitment earlier in the process. |
| Streamlining/Support | <ul style="list-style-type: none"> • <u>Temporary hire of an experienced recruiter</u> to lead staffing of all current leadership vacancies and to support instructional hiring as necessary • <u>Enhanced use of applicant tracking systems</u> to allow for more seamless application communication and faster turnaround with applications |
| Sourcing | <ul style="list-style-type: none"> • <u>Exploring</u> transitioning on-site substitute teachers into full-time credentialed positions • Creation of <u>year-round candidate pools</u> to allow for ongoing sourcing of teacher applications by subject area. Pools will be open regardless of whether or not there is a vacancy in a given subject area • <u>Decreased focus on in-person recruitment events</u> (which did not previously yield significant numbers of applicants) and increased focus on targeted digital outreach |

Objectives for 2022-23

| Areas of Focus | Objectives | Updates |
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| <i>Campus safety and culture</i> | Align and deploy resources to address campus safety, improve the sense of well-being on campus, and see improvements in school culture. | I have taken on directly supervising the deans across the campus. Through this lens, I am better able to gain insight into the trends across campus and close any gaps in understanding of our protocols and expectations with our practices. I have had retreats and meetings with both sets of deans as well as agreeing on tools and data to be collected to track progress over time. |
| <i>Routines, Expectations, and Procedures (REPs) & Standardized Operating Procedures (SOPs)</i> | Develop clear routines, expectations, and procedures that are both school-wide and differentiated by grade level and by functional area. | We could stand to revisit this early on in the semester. One example is teachers providing students with “hall passes” if they are outside of the classroom. For students going to the bathroom, emphasizing and requiring the use of sign out and sign in sheets along with using bathroom passes when they leave the classroom to go to the bathroom. |
| <i>Instruction</i> | Professional development plans, trainings, and meetings that are aligned with best practices, guaranteed and viable, and that can be implemented with fidelity in both school-wide and differentiated practices. | The Assistant Principals and I continue to deepen our discussions and further align on instructional topics to refine such as curriculum use, scope and sequence development, and common instructional practices across the school. I am excited to continue to build capacity among our teachers and teacher leaders and see the results of our deepened focus in this area. |
| <i>Innovation</i> | Create opportunities and invite staff to pilot and “test and learn” different and new approaches to our instructional and non-instructional practices. | Not as much as a focus currently. No updates here for this report. |

Strategic Plan Updates

No updates here. The mid-year resignation of our Director of College and Career Counseling means we have to re-think what is possible this year and at what level with our current limited capacity.