



Learn. Graduate. Give Back.

MWA CEO Report to the MWA Board

MAR 2024

We are about two-thirds of the way through the 2023-24 school year. Overall, this year has continued to be a year of assessing what is in place and making systemic changes.

Highlights

- The enrollment lottery occurred for 5th grade enrollment and 6th-8th grade waiting lists.
- FAFSA (college financial aid requirement) delays have forced colleges to push back the decision deadlines for students until May versus the previous April deadline.
- A second cycle of formal teacher evaluations took place this month.
- Students took their 2nd interim assessments (preparation for the end of the year assessments).
- I am working with Dr. Jackson to better understand her priorities for the school year, her priorities for next school year, and reviewing data with her to calibrate on the meaning we make from the data. This has been a very informative process for me as I have seen Dr. Jackson utilize a variety of systems, data streams, and triangulated data to inform strategic decision-making and training.

Budget Right-Sizing

Over the past couple of months, I have also been working with executive leadership and Dr. Jackson on calibrating our approach to “right-sizing our budget moving forward. Here are the right-sizing objectives:

We aim to engage in a resource allocation “right-sizing” approach that allows us to:

1. *Re-evaluate and reallocate resources aligned with determined areas of need and priority*
2. *Align resource allocation with our goals, mission, vision, values, and charter*
3. *Identify places where the return on investment is not commensurate with the expense*
4. *Identify areas we would like to reallocate resources towards new programs, innovation, and investment in our students and staff*

Some unfilled positions will be eliminated and other existing positions will be eliminated or re-purposed. While the larger aim is to help MWA meet its long-term financial sustainability goals, it is also an exercise in being a good steward of the public money we receive as well as the philanthropic money we receive (largely from our founders, John and Regina Scully). Our approach is less about just budget reductions and more about resource allocation. Optimally, we want to allocate resources towards investing in our people, effective programmatic approaches, new and innovative programs, and most importantly, programming and systems that best support our students and staff.

Vision Setting Documents

For the past several months I have been working on two vision-setting documents for MWA. One document is a set of operating “principles” that align with our charter and programmatic vision. They align well with the newly developed Instructional Playbook that Dr. Jackson and her team developed. I will share that with the board before the next Board meeting in May. Patrick O’Donnell (CEO for Making Waves Education Foundation) and I have both been working on big picture vision documents for MWA and MWEF. These visioning documents are meant to stand alone to inform our respective entities but also have points of connection and alignment.

WASC/LCAP/“Big Rocks” Glossary

- **WASC** (*Western Association of Schools and Colleges*) – MWA’s school accreditation organization; requires renewal every 6 years and assesses a school’s progress against self-identified goals
- **LCAP** (*Local Control Accountability Plan*) – State’s accountability tool tied to priority funding areas
- **“Big Rocks”** – priorities; tasks, projects, goals, and mission critical objectives (Forbes, 1/20/21)

General WASC/LCAP Updates

WASC Goals/LCAP Priorities	CEO Updates
<p>1. Support for All Learners</p> <p><u>LCAP Priority Areas:</u> Goal 1: Basic Conditions Goal 2: Academic Standards Goal 3: Family Partnerships Goal 8: Academic Growth</p>	<ul style="list-style-type: none"> • With Dr. Jackson, <u>reviewed detailed data</u> and discussed her analysis of <u>instructional pacing</u> in math and English. • With Dr. Jackson, reviewed the <u>spring interim assessment data</u>. Reviewed overall and individual instructional progress in math and English. Discussed next steps for next year. • Met with Dr. Jackson and the data and assessment team to discuss <u>expectations and conditions for interim assessment and state testing</u> for next year and what could be done this spring towards re-establishing effective and coordinated assessment conditions. • Completed initial DRAFT of <u>MWA’s programmatic principles</u> (e.g. mission, vision, values, and overall approach for how we do school at MWA). Working on refining it with some input. • I continue collect and <u>share out school-wide data with the community</u> that are shared on the monitors around campus on a monthly basis.
<p>2. College and Career Readiness</p> <p><u>LCAP Priority Areas:</u> Goal 4: College & Career Readiness Goal 7: Course Access</p>	<ul style="list-style-type: none"> • I shared resources with the MWA Dir. Of CCC, Arika Spencer-Brown, and MWEF college success program leadership, to inform programming structures for <u>MWA college access education</u>. A DRAFT is set to be completed by late March that presents a <u>scope and sequence</u> of college access programming for students, staff, and parents. • I have reviewed <u>Dr. Spencer-Brown’s WASC/LCAP plan</u> for college and career readiness. I agree with the actions and goals set for next year.
<p>3. Diversity, Equity, & Inclusion</p> <p><u>LCAP Priority Areas:</u> Goal 5: Student Engagement Goal 6: School Climate</p>	<ul style="list-style-type: none"> • HR and a committee comprised of staff, <u>reviewed survey data and presented their thoughts and recommendations</u> to committee members of the board for <u>DEI and culture and climate</u>.

Other Responsibilities/Activities

Role	Entity	Activity	Meeting Frequency
NCS Board President	North Coast Section	High school. athletics – rules, policies, & championships in the northern coastal counties.	7 Board & Exec. Mtgs.
CIF Executive Committee Member	CA Interscholastic Federation for state rules, policies, & playoffs	High school. athletics – rules, policies, & championships for the state of California.	7 Board & Exec. Mtgs
5C Executive Sponsoring Committee Acting President	Contra Costa County Charter Coalition	School sponsored & supported entity that looks to support parents in organizing and amplifying their voice for high quality, public education options.	Weekly meetings

Updates

NCS	<ul style="list-style-type: none"> Facilitated the March <u>NCS Executive Committee meeting</u>. Topics included support for a new method to determine NCS base salaries. Voted in favor of <u>actions aligned with new state laws</u> regarding the use of and training for the deployment of AED machines, heat index guidelines, and air quality guidelines. The aims of these laws are for the health and safety of the players and coaches. As an example, two coaches' lives were saved within the past couple of months through the use of AED machines within three minutes of their health incidents. <u>Sportsmanship</u> continues to be something we discuss as player, coach, and fan ejections and incidents continue to remain at high levels despite all of the attention being paid to it. The next and final Board of Managers meeting will occur on 3/22/24.
CIF	<ul style="list-style-type: none"> I attended an <u>executive committee meeting</u> on 3/6/24. Topics included potential legislation that could impact interscholastic sports, sportsmanship, and the budget for 2024-25. As a representative of CIF, attended boys and girls <u>state basketball championship games</u> at Golden 1 Arena in Sacramento. I was able to hand out a couple of awards to players from the teams participating in the championship games.
5C	<ul style="list-style-type: none"> Continue to support our <u>Parent Organizer</u>, Mariela. She and others continue to host <u>Parent Institute trainings</u> this month for parents from our six schools. MWA parents have been well represented in the training sessions. Parents from our respective schools <u>continue to reach out to CCCOE</u> (our charter authorizer) and <u>WCCUSD board members</u> to set up meetings to discuss our schools.

Central Office “Big Rock” Updates

Central Office – Big Rock #1:

Shift of service model for social-emotional support (MTSS)

Monitor and support the work of the COO, Principal, and Assistant Principal for Student Support in creating an infrastructure for a comprehensive and integrated system for implementing MWA’s Multi-Tiered Systems of Support (MTSS).

UPDATES:

- Assistant Principal, Carrera Padilla, shared updates at the January MWA Board meeting
- Continue to review data related to suspensions and restorative conferences
- Requested and reviewed data in February of MTSS Tier designation numbers through the end of Dec.
- Talked with Dr. Jackson about overall approach to Homeroom/Advisory programming for 2024-25. Will have reviewed and discussed plans for MTSS shifts for 2024-25 at the upcoming CIRAC meeting on 3/25/24.

Central Office – Big Rock #2:

A focus on academic achievement and outcomes

Through classroom observations, data, and discussions, I will assess the efficacy and progress towards more targeted, curricular-aligned, engaging, and effective Tier 1 core instruction, particularly in math and English classes.

UPDATES:

- I continue to review and discuss instructional data regularly with Dr. Jackson – teacher observation data, instructional pacing data, interim assessment data, and informal observation trends that emerge. Dr. Jackson and her team have some clear areas to target training and support in some areas while also figuring out ways to highlight and provide opportunities for effective practitioners to share their instructional strategies, tools, and approaches with others – some peer-led training and support.
- Dr. Jackson and I discussed the role of Instruction Partners (service provider) for next year in supporting the development of pacing guides and ongoing training of teachers and teacher leaders.
- Support Dr. Jackson’s desire to re-purpose some existing positions in this year’s budget to more instructional coach positions for next year – further expanding the capacity for targeted instructional coaching support.

Central Office – Big Rock #3:

Ensure long-term financial viability (“right-sizing”)

Continue to work with Wallace (MWA CFO) and the MWEF finance team and CEO on “right-sizing” MWA services and support with a focus on compensation models, FTE shifts, and program models.

UPDATES:

- Working with exec team and Dr. Jackson on “right-sizing” objectives and approaches for FY 25 budget.
- Met with MWA HR and Talent to discuss how to get more impact from the dollars spent on benefits.