



Board Report

Chief Operating Officer

Elizabeth Martinez

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We made it to the end of the school year; a year filled with incredible gains and pains which is par for the course when you are growing. At the start of the calendar year, ***I established 3 Big Goals:***

1. Evaluate team structures and re-align their work to operate with more clarity, precision, and autonomy.
2. Finalize charter renewal strategy in anticipation of the renewal process (fall 2024).
3. Identify big shifts that will go into effect July 1, 2025 with the new charter term.

In addition to making significant progress on all of my goals, I accomplished the following:

- ***Drove efforts to reduce our operating expenses that yielded substantial savings of about \$1,500,000*** which was predominantly driven by a reduction in our workforce. The strategic adjustment aligned our workforce with current needs and effectively supports our long-term budget projections.
- ***Establishing a multi-phase approach to reduce our overall operating expenses over the next 2 years*** which will allow us ***to redirect resources to valuable retention strategies*** for high-performing employees.
- ***Drove the strategy behind our Talent and Human Resources efforts which has yielded a promising staffing outcome for the upcoming school year*** (see Talent Data). Unfortunately due to a series of late resignations and/or non-renewals due to performance, we have a ways to go to be fully staffed. However, we anticipate that most core subjects will be filled by full-time teachers (Table 3).

Goal 1: Team Structure

*Over the course of the spring semester, I led a series of meetings with the Directors (HR, Operations, and Talent) to discuss structural changes. **We anchored our discussions around two things:***

- *Now that the school has a strong/returning leader in place, how can we localize oversight of school-based functions?*
- *With the stability of leadership in the Central Office, how can we establish clear lines of oversight from the Central Office?*

The explicit and overarching goal was to move positions that directly interact with the school on a daily basis under school leadership. Due to uneven or incomplete school leadership, the Central Office stepped in to provide direct leadership of school functions (School Operations, Attendance, Nurses, etc.) in an effort to maintain some continuity and rebuild systems/processes. ***I feel confident that it is the right time to start transitioning some functions back to the school.*** For the most part, individual positions will not be impacted but there are some that will be impacted.

Operations

- ***The Manager of School Operations*** is moving back to the school, reporting directly to the Principal. For the first year, Ms. Mason will co-supervise this new position to support a smooth transition and continuity of services. The position was reworked to have a broader scope of responsibilities which will include direct supervision of the Attendance Specialists, Substitute Coordinator, and a School Operations Coordinator.
- ***School Operations Coordinator*** will supervise food services and front office in addition to holding key functions like (event planning, master calendar changes, etc).
- ***Director of School Operations*** will be renamed to ***Director of Campus Operations*** and will

continue to report to the COO, Ms. Mason will retain direct supervision of Facilities and Safety. In addition, she will take on some larger compliance responsibilities such as Williams Inspections, Standard Operating Procedures, and overall safety compliance for the campus.

Human Resources & Talent

- *As many of you may be aware, Ms. Campbell is transitioning out of her role; her final day is TBD. We posted and are actively searching for a **Director of People Operations** who will oversee both HR and Talent.*
- *The existing positions in HR will be replaced by the following positions: **HR Manager, Recruitment Manager, and People Ops Coordinator.***

Special Education

- *After some discussion with Mr. Nelson and Dr. Jackson, I will take on direct supervision of the Director of Special Education. However, the Special Education teachers and aides will remain within the school under the supervision of an Assistant Principal. The idea behind this shift is to delineate compliance (Director) and instruction (teachers and aides) in a way that allows the Central Office to focus on oversight and the school to focus on integrating SPED into the General Education setting more effectively.*

Goal 2: Charter Renewal

The charter petition is included on the board agenda for review and approval. Mr. Nelson and I completed the revisions and they are currently under legal review. We are on track to submit our petition to our authorizer this fall. The ask of the Board to review and approve the charter petition subject to final revisions from legal counsel. An executive summary of the changes is included with the charter petition in the action items section of the agenda.

Goal 3: Big Shifts for New Charter Term

Some of the big shifts are outlined in the revisions to the charter. Others are still being discussed and I look forward to sharing more about them in the upcoming school year.

*In closing, I would like to express my deep gratitude for the support of the board, the partnership from our Principal, the commitment of my staff, and the confidence my CEO has placed in me. I often hear from people (much taller than me) how painful it was when they experienced growth spurts. They tell me that they had shin pains or maybe weird muscle pain. Obviously, I stopped physically growing quite some time ago but this year I felt all of the pains associated with growth professionally and personally. **I was stretched beyond my perceived limitations and looking back all I am left with is gratitude. I am more determined, unequivocal and unapologetic about doing difficult things if it means doing right by our students.** I look forward to another year at Making Waves Academy and in the words of our founder, “Onward and Upward”.*

Talent Data

Table 1 (Vacancies and Fills, comparisons)

Vacancies By Type (May 30, 2024)			Vacancies By Type (May 2023)		
Faculty	Admin	Staff	Faculty	Admin	Staff
15	5	9	23	0	0
Filled By Type (May 30, 2024)			Filled By Type (May 2023)		
Faculty	Admin	Staff	Faculty	Admin	Staff
13	1	0	5	0	0
			Positions Vacated in June 2023 (late notifications)		
			Faculty	Admin	Staff
			14	3	4

Table 2 (Faculty Vacancies as of 05/30/2024)

<p>Middle School Faculty</p> <ul style="list-style-type: none"> • Current vacancies = 7 (lots of additional resignations this month) • Applicants in progress = 8 • Applicants at semi-final interview and beyond = 5 	<p>Upper School Faculty</p> <ul style="list-style-type: none"> • Current vacancies = 4 • Applicants in progress = 14 • Applicants at semi-final interview and beyond = 2
<p>Special Education Faculty</p> <ul style="list-style-type: none"> • Current vacancies = 5 • Applicants in progress = 2 • Applicants at semi-final interview and beyond = 1 	

Subject	Division	Subject	Division
Health & Wellness 5	Middle School	ELA	Upper School
Math & Science 5	Middle School	Math	Upper School
Music 7	Middle School	Social Science or ELA/Social Science	Upper School
SPED Resource Teacher (4 openings)	School-wide	Spanish Teacher (2 openings)	Upper School
		Theater	Upper School
		Art	Upper School

Table 3 (Faculty Vacancies, Sep 2023 vs. Anticipated Vacancies for 24-25)

▲	Vacant Sep 2023	Anticipated Vacancies
MS Health and Wellness	1	1
MS Math & Science 5	1	
MS Science	1	1
Special Education		5
US Art		1
US ELA	2	
US Social Science	3	
US Spanish	1	
UTheater	1	1