Thursday, August 19, 2021
Rocketship Public Schools Achievement Committee (2021-22 Q1)

Meeting Time: 2:00-4:00pm
Webinar link: https://rocketshipschools.zoom.us/j/86072290370
Public Comment: Members of the public can make comment on off-agenda items at the start of the meeting, and on agenda items immediately preceding the board's discussion of each item. Please use the webinar's "raise hand" feature to indicate you would like to make a comment. You will be recognized once the public comment time begins, and will be unmuted by the host and permitted to make comment for a duration of up to 3 minutes.

1. Opening Items

A. Call to order

B. Public comment on off-agenda items

2. Consent Items

A. Approve minutes from the May 11, 2021 Achievement Committee meeting

3. Agenda Items

A. Mission moment: TN start of school

B. School opening update

C. 20-21 End of Year results

4. Adjourn

THE ORDER OF BUSINESS AND TIMINGS MAY BE CHANGED WITHOUT NOTICE: Notice is hereby given that the order of consideration of matters on this agenda may be changed without prior notice, provided that the Board takes action to effectuate such change.

REASONABLE ACCOMMODATION WILL BE PROVIDED FOR ANY INDIVIDUAL WITH A DISABILITY: Pursuant to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, any individual with a disability who requires reasonable accommodation to attend or participate in this meeting may request assistance by contacting us at compliance@rsed.org.

SPANISH & VIETNAMESE TRANSLATION: If you need Spanish or Vietnamese audio translation in order to access the Rocketship Board meeting, please send a request to compliance@rsed.org at least 24 hours before the start of the meeting.
If you would like to make a public comment in Spanish or Vietnamese and would like us to translate to English for the Board, please send a request to compliance@rsed.org at least 24 hours before the start of the meeting.

Si necesita traducción de audio al español para acceder a la reunión de la Mesa Directiva de Rocketship, envíe una solicitud a compliance@rsed.org por lo menos 24 horas antes del inicio de la reunión.
Si desea hacer un comentario público en español y desea que lo traduzcamos al inglés para la Mesa Directiva, envíe una solicitud a compliance@rsed.org por lo menos 24 horas antes del inicio de la reunión.

ROCKETSHIP
PUBLIC SCHOOLS

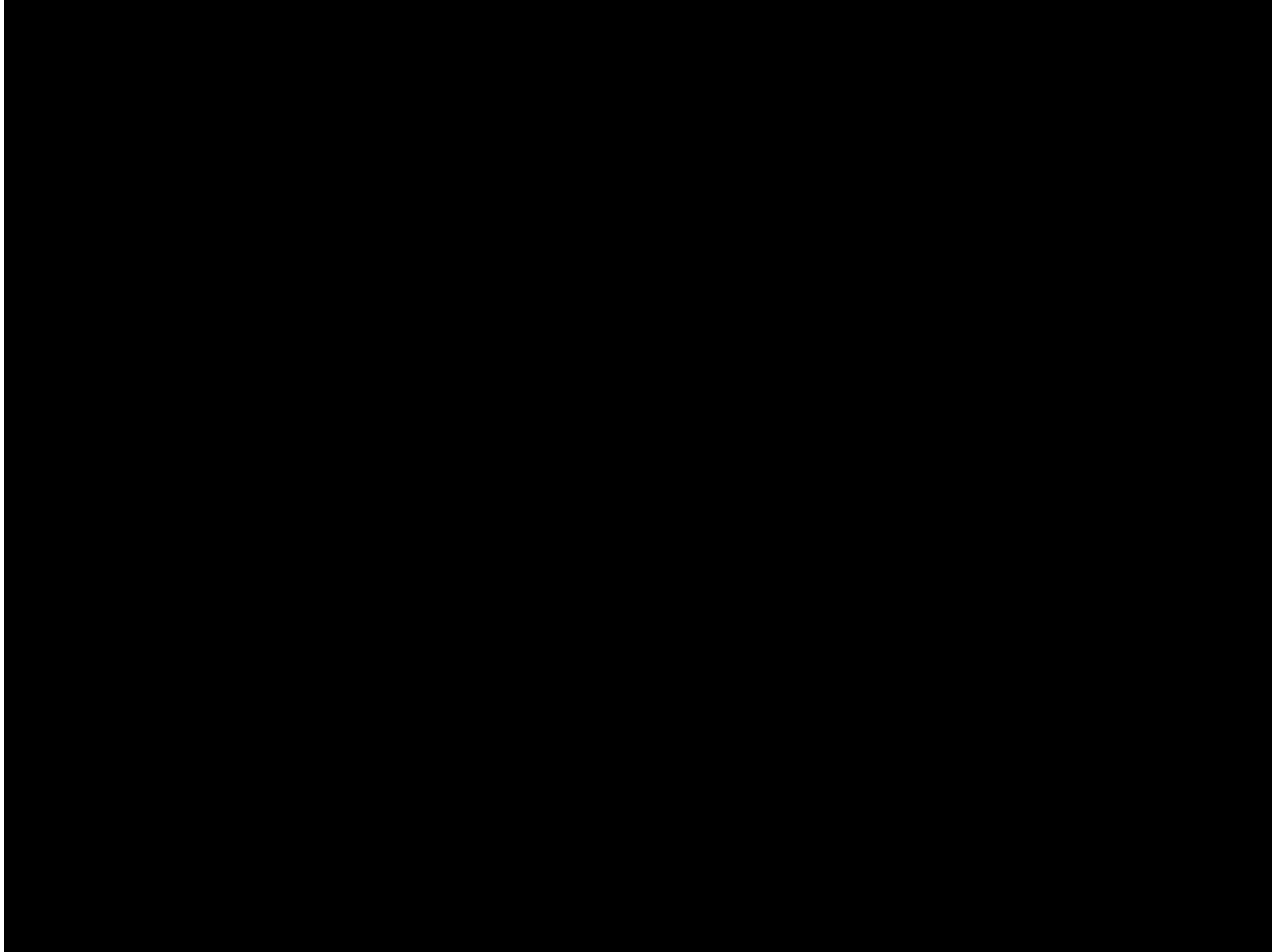# Achievement Committee Meeting

August 18, 2021

Agenda

1. Mission Moment

2. 21-22 SY Opening
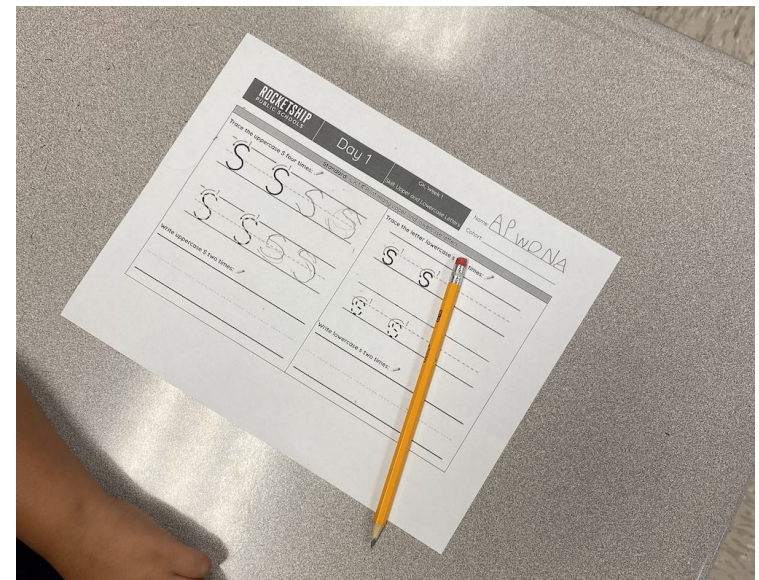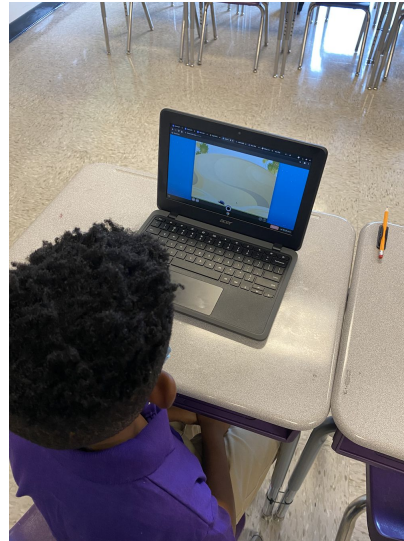
3. 20-21 SY School Achievement Data & 21-22 SY Goals

Mission Moment

21-22 SY Opening in Nashville!

21-22 SY Opening in Nashville!

21-22 SY Opening in Nashville!

21-22 SY Opening: Operations and Staffing

Goals of this conversation

Provide **context on current COVID spread** in our communities and the delta variant

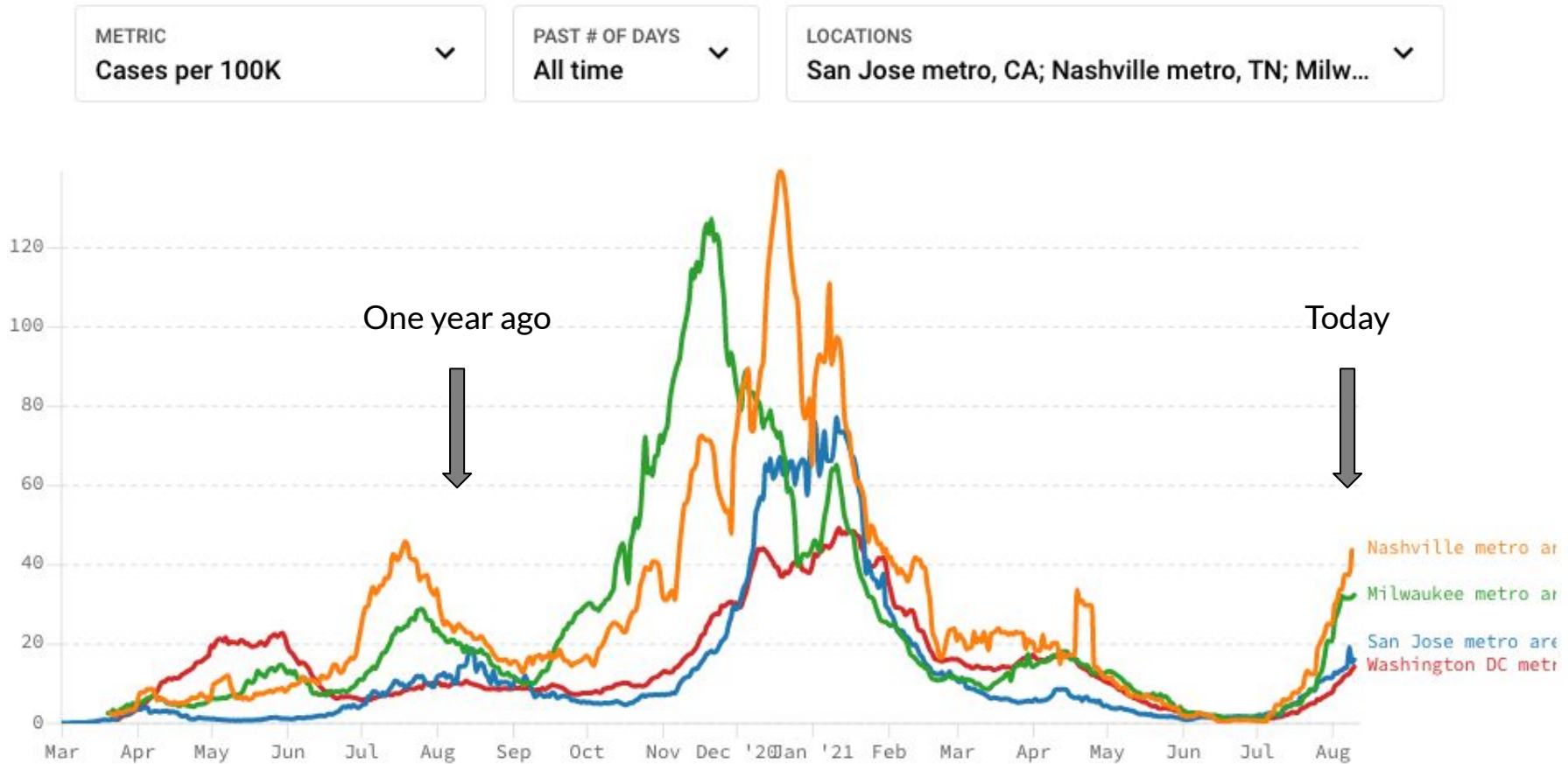Reflect on our **20-21 COVID Health & Safety work and outcomes**

Share our **evolved, regionalized approach** for 21-22 COVID Health & Safety

Check in on **staff vaccination rates** and get your thought partnership on how to continue increasing them

Update you on our **hiring status** for the 21-22 school year

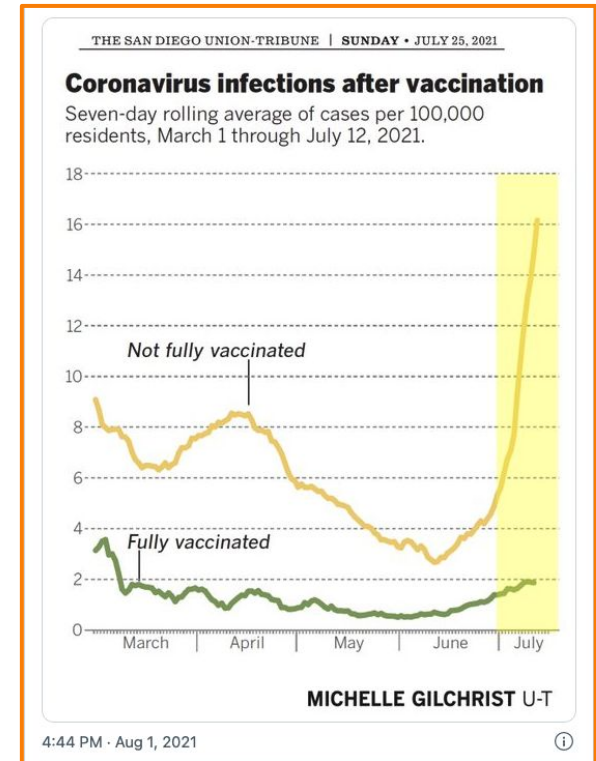# Changing Context: Case Rates Over the Past Year

METRIC
Cases per 100K

PAST # OF DAYS
All time

LOCATIONS
San Jose metro, CA; Nashville metro, TN; Milw...

One year ago

Today

Nashville metro ar
Milwaukee metro ar
San Jose metro are
Washington DC metr

We are Closely Monitoring Implications of the Delta Variant

The more-transmissible Delta Variant impacts unvaccinated adults the most
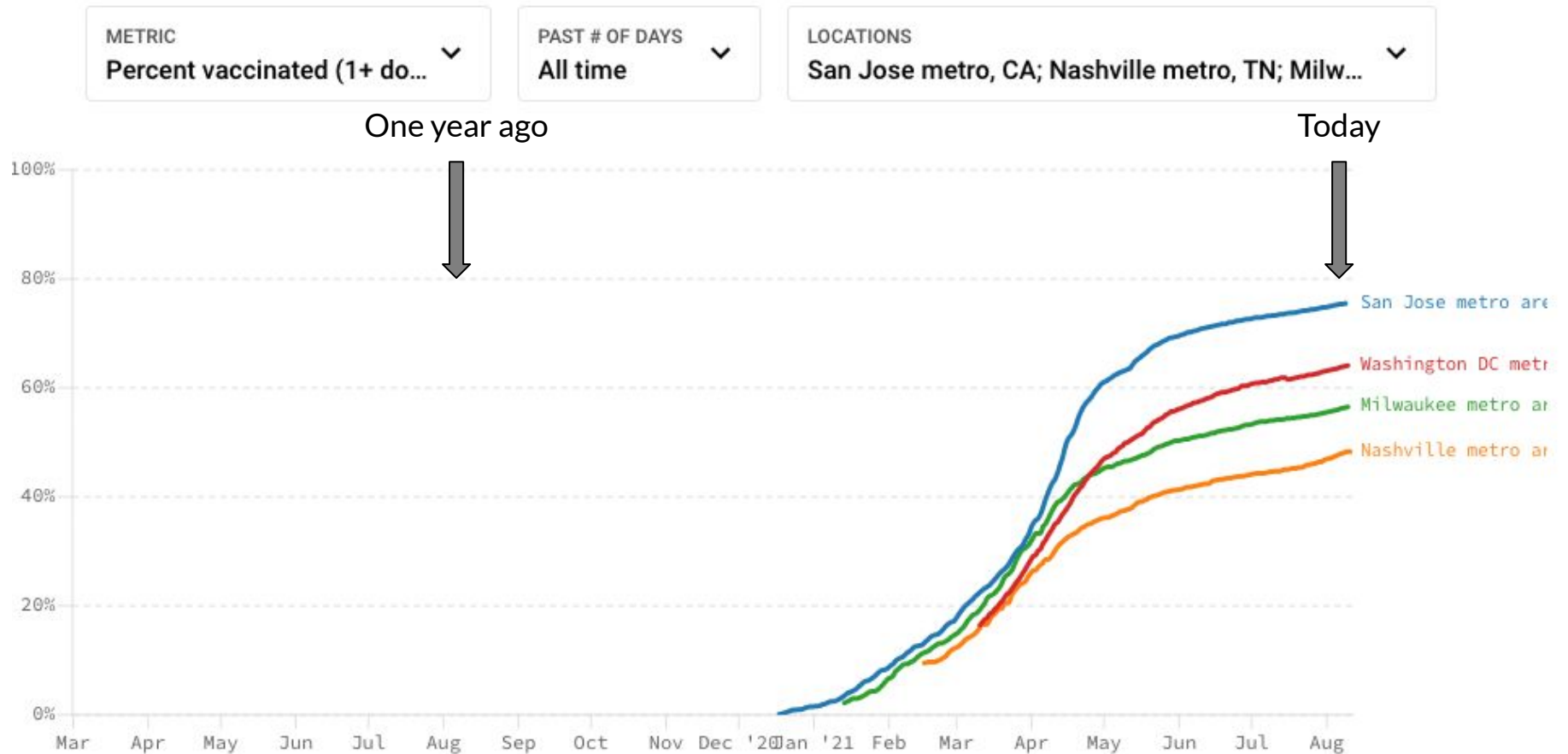
- **8x as likely to be infected** with COVID19, compared with vax adults

- **25x more likely to be hospitalized** with serious symptoms; **24x more likely to die**

Children still appear less at risk of serious illness from COVID19 (all variants) than adults.

- We will see Rocketeers test positive for COVID19 as community spread continues to rise. In these instances we will follow our protocols to limit spread.

- Most children with COVID-19 (even from the Delta variant) are asymptomatic or have mild and short-term symptoms, such as headache, fatigue, cough, or fever.

- According to American Academy of Pediatrics data, only ~1% of children who are infected with the virus end up hospitalized, and 0.01% die.

THE SAN DIEGO UNION-TRIBUNE | SUNDAY • JULY 25, 2021

Coronavirus infections after vaccination
Seven-day rolling average of cases per 100,000 residents, March 1 through July 12, 2021.

Not fully vaccinated

Fully vaccinated

MICHELLE GILCHRIST U-T

4:44 PM · Aug 1, 2021

Changing Context: Vaccination Rates

Our Campuses Were Very Safe Last Year!

- We supported (and kept safe!) **over 4,000 Rocketeers** learning on campus, and **over 600 on-site staff**

- We administered over 8,000 on-site staff COVID tests, with **less than 1% coming back positive** -- much lower than the rates in our communities

- We know of just over 100 staff/student COVID cases during the 20-21 school year...but **no (or extremely minimal) transmission** on any of our campuses

- **20 Campus COVID Leads** attended **36 sessions** to stay up-to-date on protocols and support their strong work training, monitoring, testing, and contact tracing

- And now, with lower COVID rates in our communities, many staff vaccinated, and much deeper knowledge of how COVID spreads, we are ready to dive into **a new year of on-campus learning!**
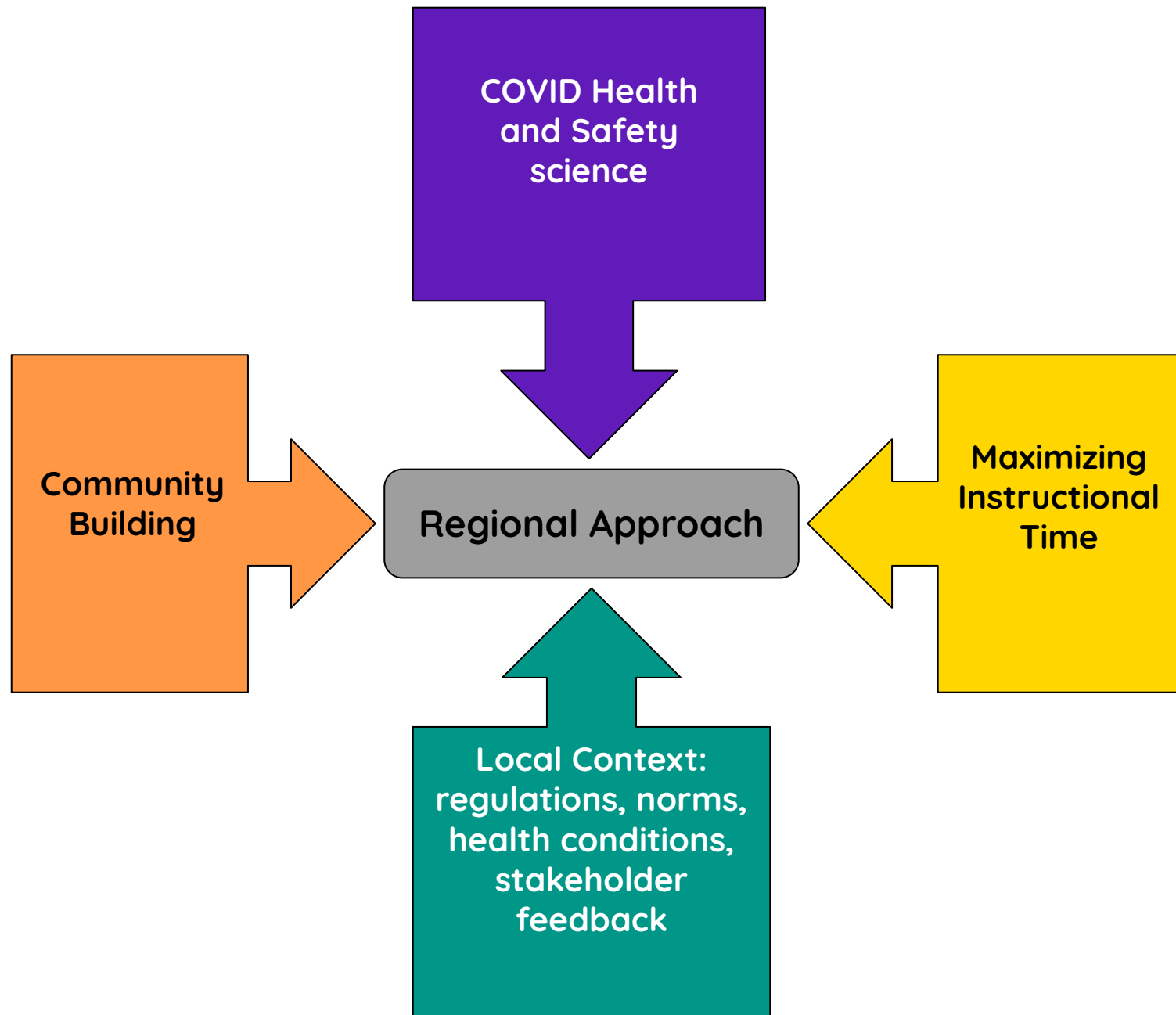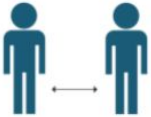
What We Know Now

- **Schools are not major vectors** for the spread of COVID-19 -- especially not elementary schools.

- **Vaccines are spectacularly effective** in preventing severe illness, hospitalization, and death, even in the face of the Delta variant.

- We know which other "**layers of protection**" are most impactful in keeping people safe -- and which other practices are less effective. These layers of protection are also **effective against the spread of the Delta variant**.

- Through spring reopening and summer back-to-school events in each of our regions, we have **learned, practiced, and adjusted** our protocols.

- Students' **academic progress** and **social-emotional well-being** has suffered tremendously from the pandemic -- so it is critical that we be back on campus.

We know that we can keep us safe!

COVID Health and Safety science

Community Building

Regional Approach

Maximizing Instructional Time

Local Context: regulations, norms, health conditions, stakeholder feedback

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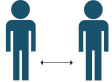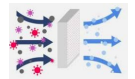
Rocketship's COVID Mitigation Core Principles

	Masking		COVID Testing
	Physical Distancing & Cohorting		Handwashing and Hand Sanitizing
	Contact Tracing & Quarantine		Clean Air
	Vaccination		Cleaning our Space

Application of Core Principles (part 1)

Masking	• For the start of the year, in general, anyone 2+ years old must wear a mask on Rocketship campuses, indoors and outdoors
Distancing	• Priority is all students in the building • We have a particular focus on ensuring adequate spacing during breakfast/lunchtimes when masks come off, and moving as much eating outdoors as is operationally feasible • *CA/MKE*: 3+ feet recommended • *DC/NSH*: 3+ feet for students, 6+ feet for adults recommended
Quarantine	• Anyone testing positive must quarantine for 10 days • Unvaccinated adults exposed to positive case must quarantine, though can test out early in some regions • Currently making decisions in response to new public health guidance allowing students who were masked during exposure to stay on campus
Vaccines	• Not required for staff, but highly encouraged. Offering $50 incentive / "thank you" / reimbursement for submitting vaccination documentation. • We may potentially move toward requirement for staff in some regions at some point after vaccines receive full FDA approval • Anticipate highly encouraging (but not requiring) student vaccination when available

Application of Core Principles (part 2)

Testing	• Regular testing required for all staff; typically 2x/week for unvaccinated staff and 1x/week for vaccinated staff • Rapid antigen tests available to "clear" staff/students with symptoms (though must be done with PCR test in DC per OSSE policy)
Hands	• Emphasize importance of regularly washing/sanitizing hands
Air	• Upgraded HVAC filters; air purifiers in all occupied spaces; windows open if safe and weather permits
Cleaning	• Emphasis on cleaning high-touch surfaces at least 1x/ day • Broader sanitizing (i.e. with an electrostatic sprayer) after a positive case on campus
Other strategies	• Reducing emphasis on arrival health screening/temp check due to lack of evidence of efficacy, and operational lift required • Not requiring plexiglass dividers (though some schools may use in some situations)

75% of staff have submitted vaccination documentation, though with significant variation across regions

Region	Overall %	Range Among Schools
CA	81%	59-92%
DC	67%	60-68%
MKE	67%	52-76%
NSH	54%	53-57%

- We've requested documentation of vax status from all staff in order to:
  - Get an aggregate sense of where we stand
  - Enable us to apply differentiated protocols in some situations (e.g. quarantine, testing)
- We are being mindful of confidentiality of this information
- We are offering a $50 gift card incentive / "thank you" / reimbursement for staff who submit documentation

What ideas or suggestions do you have for ways we can continue to increase vaccination rates?

Looking Forward to The New School Year

- **Even in the face of the delta variant, consistent adherence to our Core Principles will continue to keep us safe.**
  - The CDC is very clear that the measures that worked to stop COVID-19 before continue to be the best way to combat the Delta variant.
  - Vaccines, masks, good ventilation, and regular hand washing remain critical.

- **We know we will see some cases among our staff and students given high community transmission rates -- but we are ready to keep our campuses safe and continue our work.**
  - We have already seen some breakthrough cases in vaccinated adults, some cases in unvaccinated adults, and some cases in students -- but we are ready to respond and support these community members while keeping other safe
  - We are refining our post-exposure student quarantine protocols per new CDC guidelines to help keep students in school -- though each region is taking action to prepare for distance learning where needed when students are home due to exposure or asymptomatic cases
  - We are also preparing to ensure we are able to continue on-campus instruction in situations where staff are out quarantining

- **The bottom line: Our campuses are fully reopening to our Rocketeers! We do not predict full building closures.**
  - We (that's all of us!) are doing everything in our power to prevent full building closures so that we can keep our doors open to our Rocketeers.

Teacher & AP Hiring as of 8/10/21: 96% of Vacancies Filled

Teacher Hiring: 96% of all vacancies filled with 26 new vacancies since 7/15

Region	Total Teacher Vacancies	Total Hires Made	Current Vacancies	Current Offers Pending	% of Vacancies Filled as of 8/10/21	% of Vacancies Filled as of 7/6/21	% of Vacancies Filled as of 6/4/21	% of Vacancies Filled as of 5/1/21
CA - EB	26	25	1	0	96%	83%	82%	87%
CA - SB	85	82	3	0	96%	93%	85%	102%
DC	21	20	1	1	95%	100%	94%	108%
MKE	14	13	1	0	93%	100%	78%	100%
NSH	17	16	1	0	94%	100%	85%	117%
Network	163	156	7	1	96%	93%	83%	101%

Note: California schools have 16 Associate Teachers on staff not included above, who are fully credentialed and can step into classrooms as needed for coverage and intervention.

Assistant Principal Hiring: 96% of vacancies filled with 1 remaining 3rd AP position (opening in November)

	South Bay	East Bay	MKE	NSH	DC
Confirmed Vacancies*	13	3	2	2	4
Hires	12	3	2	2	4
Interviews held	34		5	6	15
Remaining confirmed vacancies	1		0	0	0

Instructional Hourly Staff Hiring as of 8/10/21: 78% of Vacancies Filled

Region	Total Hourly/Other Vacancies	Total Model Vacancies	Total ESSER Vacancies	Total Hires Made	Current Vacancies	Current Model Vacancies	% of Vacancies Filled as of 8/3/21	% of ESSER positions filled
CA - EB	29	15	14	19	10	7	66%	79%
CA - SB	90	43	47	65	25	15	72%	79%
DC	20	10	10	18	2	0	90%	80%
MKE	6	6	0	6	0	0	100%	n/a
NSH	26	12	14	25	1	0	96%	93%
Network	171	86	85	133	38	22	78%	81%

Historical context on <u>California</u> instructional hourly staff hiring (majority of vacancies) compared to this year:

- **Number of hires:** Typically 2-3 hires per school (35-40 hires total per year) compared to ~100 this year (7-8 per school).
- **Timeline:** In the past we have found most instructional hourly staff job seekers are searching within 6 weeks of the job starting (later timeline than teachers).
- **Recruiter support:** Given lower volume most years, recruitment team has provided job posting, interview materials, and offer letter support, but minimal sourcing and selection in the past. Given high volume this year we have added:
  - Dedicated sourcing and phonescreenes for hourly staff
  - 2x/week interview days May-July for hourly staff (10-12 candidates interviewing per week in group interview days plus some directly with campuses)
- **% Hired (Instructional hourly staff):**
  - Based on data review of last 3 years, we have typically had 59% of our instructional hourly staff hires in CA begin sometime in July with the rest starting in August or September

20-21 SY EoY Results

External Studies Main Findings

- Students made progress during the year, but gains were made at a lower rate and resulted in a significant amount of unfinished learning (*NWEA*, *McKinsey*)

- Math experienced greater learning disruptions compared to Reading
  - **NWEA**: Average Spring Percentile scores 11 to 12 pts lower than typical year in Math and 5 to 6 pts lower in Reading
  - **McKinsey**: Students estimated to be 5 months behind typical i-Ready performance in Math and 4 months behind in Reading at the end of SY 20-21

- Achievement gaps have widened since SY18-19, with historically disadvantaged students disproportionately impacted during the pandemic (**NWEA, McKinsey**)

- *NWEA* found evidence of greater impacts in elementary grades (3rd-5th) than middle school grades, which aligns with a winter CORE-PACE study finding that earlier grades were more affected by the pandemic's school disruptions

- Emotional health and well-being also impacted and could affect academic abilities (**McKinsey,** *CORE-PACE (spring)*)

- Drop in kindergarten enrollment (more than 10%) was particularly pronounced in low-income and urban schools (NYTimes, Stanford Study)

NWEA Deep Dive: 3rd-5th grade comparisons

- RPS results are **similar** to NWEA findings
  - RPS students made gains as seen by RIT increases during the year, but average RIT growth was lower than 18-19 comparison data
  - RPS Math experienced larger impact than Reading
  - RPS Asian subgroup usually had smaller differences between Spring 2019 and 2021, while Black and Hispanic students had larger differences
- The magnitude of of impact was **greater** for RPS than the national average that includes schools with a wide range of instructional practices during SY 20-21 (in-person/remote/hybrid)
- Pre-pandemic RPS achievement results were more similar to low-and mid-poverty schools but at the end of the 20-21 SY RPS is still above but far more similar to high-poverty schools.
- Data notes
  - NWEA study concerned about "missing" students in SY20-21 and that the spring 2021 results may overestimate student achievement and gains
  - RPS data comparison only includes CA and DC regions because NSH and MKE regions only tested 3rd-5th grades on state assessments this spring

Pre-pandemic, RPS more similar to Mid-Poverty Schools in Reading and now more similar to High Poverty Schools
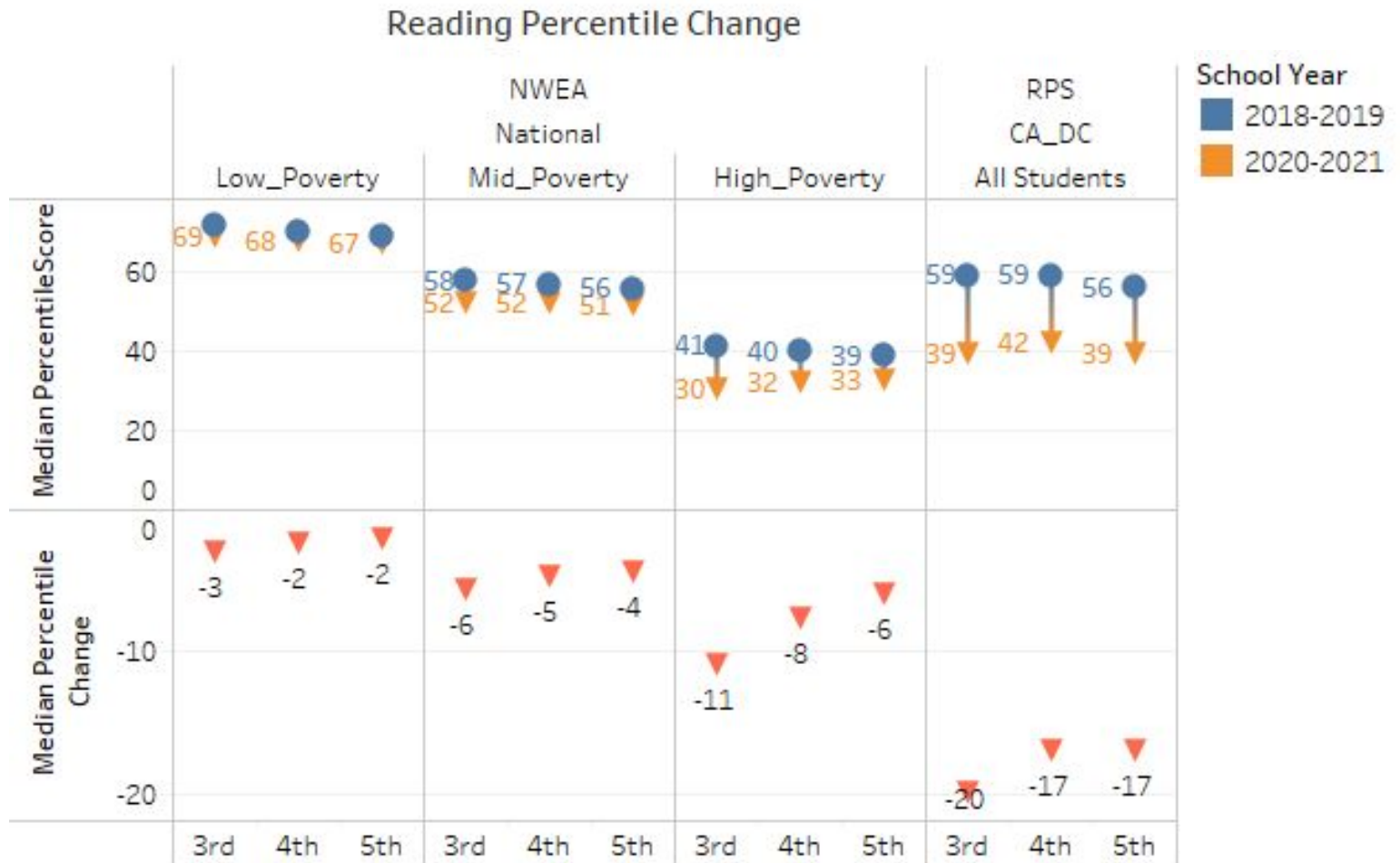
Reading Percentile Change

"Low-Poverty" - less than 25% FRPL eligibility,
"Mid-Poverty" - 25-75% FRPL eligibility,
"High-Poverty" - greater than 75% FRPL eligibility

RPS had been similar to Low-Poverty Schools in Math before the pandemic, but now in-between Mid-to-High Poverty Schools after experiencing larger declines
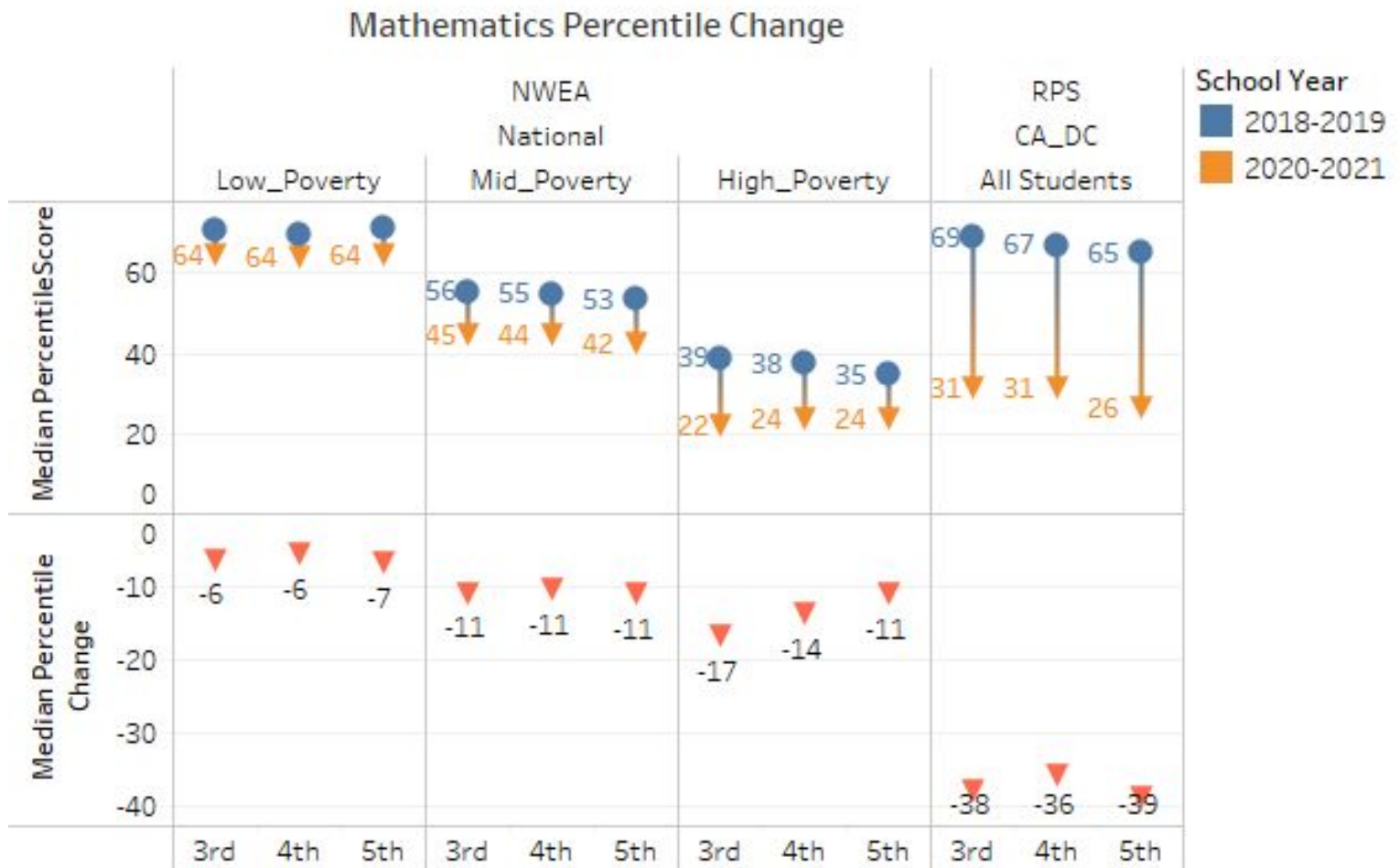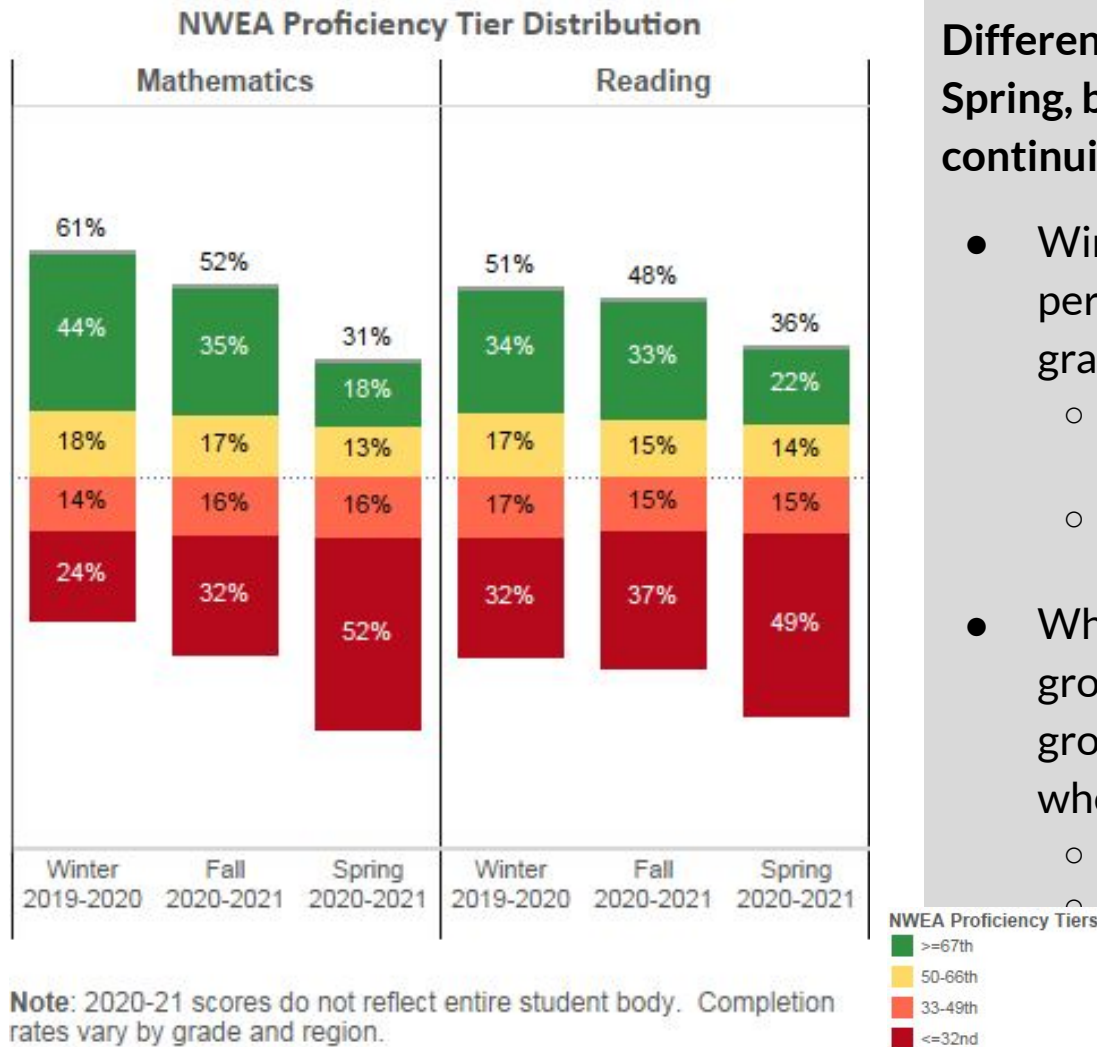

Mathematics Percentile Change

"Low-Poverty" - less than 25% FRPL eligibility,
"Mid-Poverty" - 25-75% FRPL eligibility,
"High-Poverty" - greater than 75% FRPL eligibility

EOY NWEA results reveal a downward shift in the distribution of our Rocketeers across tiers

NWEA Proficiency Tier Distribution

	Mathematics			Reading		
	Winter 2019-2020	Fall 2020-2021	Spring 2020-2021	Winter 2019-2020	Fall 2020-2021	Spring 2020-2021
>=67th (green)	44%	35%	18%	34%	33%	22%
50-66th (yellow)	18%	17%	13%	17%	15%	14%
33-49th (orange)	14%	16%	16%	17%	15%	15%
<=32nd (red)	24%	32%	52%	32%	37%	49%
Total top tier label	61%	52%	31%	51%	48%	36%

NWEA Proficiency Tiers
- >=67th
- 50-66th
- 33-49th
- <=32nd

Note: 2020-21 scores do not reflect entire student body. Completion rates vary by grade and region.

Different testing populations in Fall and Spring, but overall trend indicates continuing declines since Winter 2019

- Winter 2019 is the last NWEA testing period with complete data for all grades and schools
  - Fall had limited K and 1 data and most students tested remotely
  - Spring testing rates vary across grades and regions
- While we have limited Fall-to-Spring growth years data, network-wide growth averaged <1 year for students who tested in both rounds
  - Mathematics: 0.5 years of growth
  - Reading: 0.7 years of growth

The impact was relatively consistent across our schools with Spring Math absolutes at ~50% and Reading absolutes at ~67% of Fall levels (on average)

% On/Above Grade Level: Fall 2020 and Spring 2021
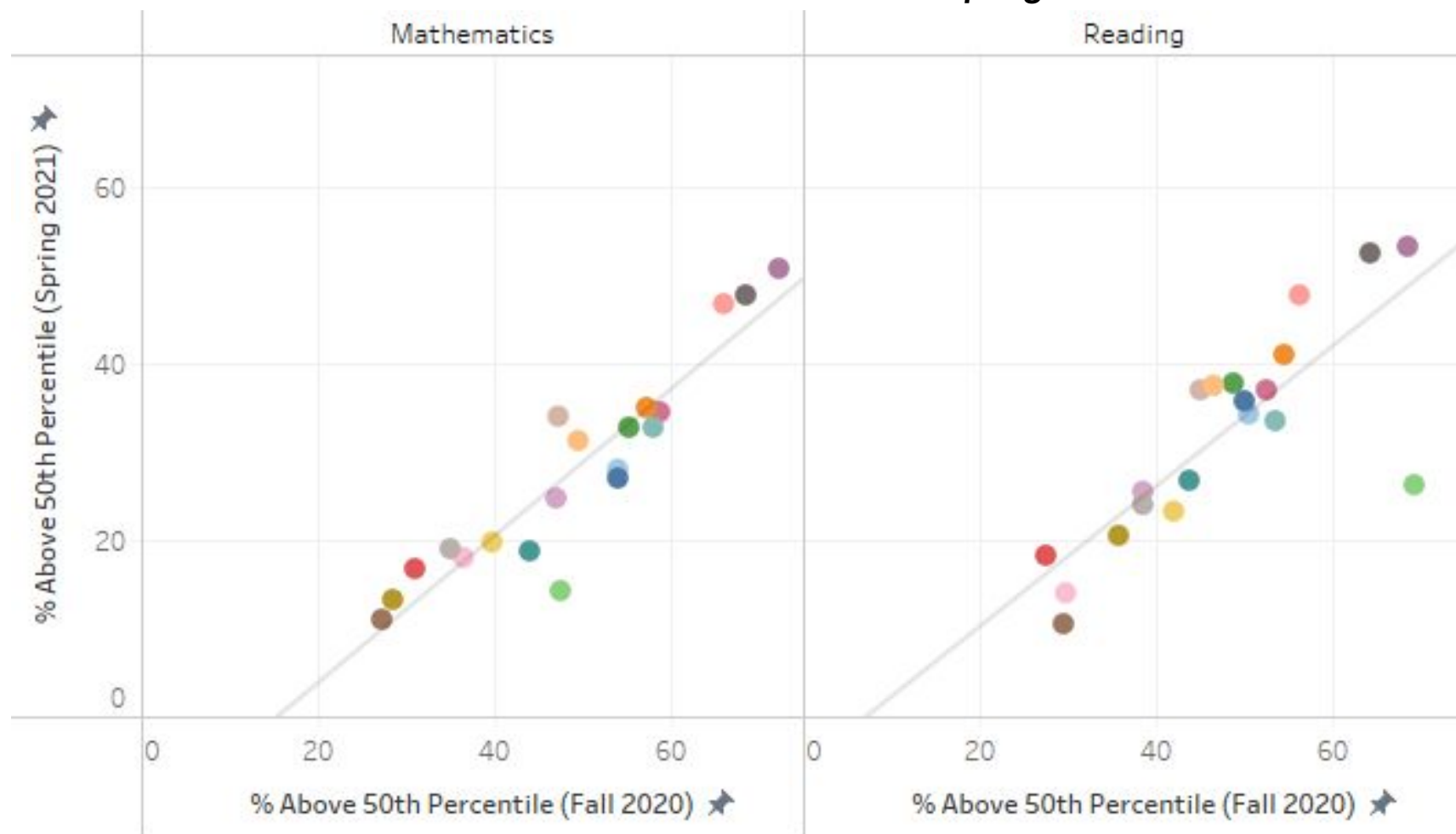
There were bright spots in both Math and Reading

NWEA Proficiency Tier Distribution by Grade,
Spring 2020-21
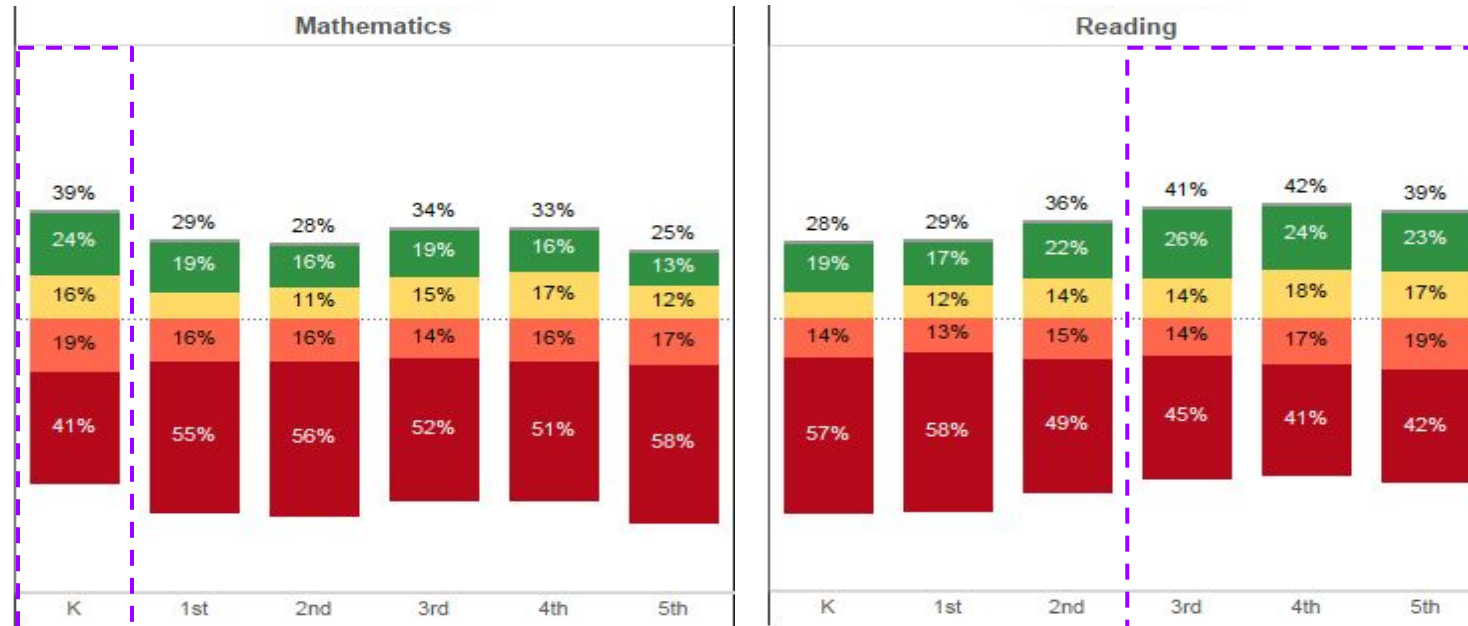
Note: 2020-21 scores do not reflect entire student body. Completion rates vary by grade and region.

NWEA Proficiency Tiers
- ■ >=67th
- ■ 50-66th
- ■ 33-49th
- ■ <=32nd

Avg. Fall-to-Spring Growth Years

	CA				Grand Total
	2nd	3rd	4th	5th	
Mathematics	0.46	0.52	0.50	0.55	0.50
Reading	0.65	0.78	0.96	1.03	0.83

In Math, Kinder results were relatively strong.

While in Reading, results were higher in upper grades. In fact, in CA, where we have the most complete Fall and Spring data, *we saw ~1 year of growth in 4th and 5th grade!*

And results showed that *attendance matters!* Attendance was associated with higher NWEA proficiency in both subjects.

NWEA Proficiency Group
- 🟩 50-99th
- 🟧 25-49th
- 🟥 <25th

ADA and NWEA Proficiency

Test Subject / ADA (group)

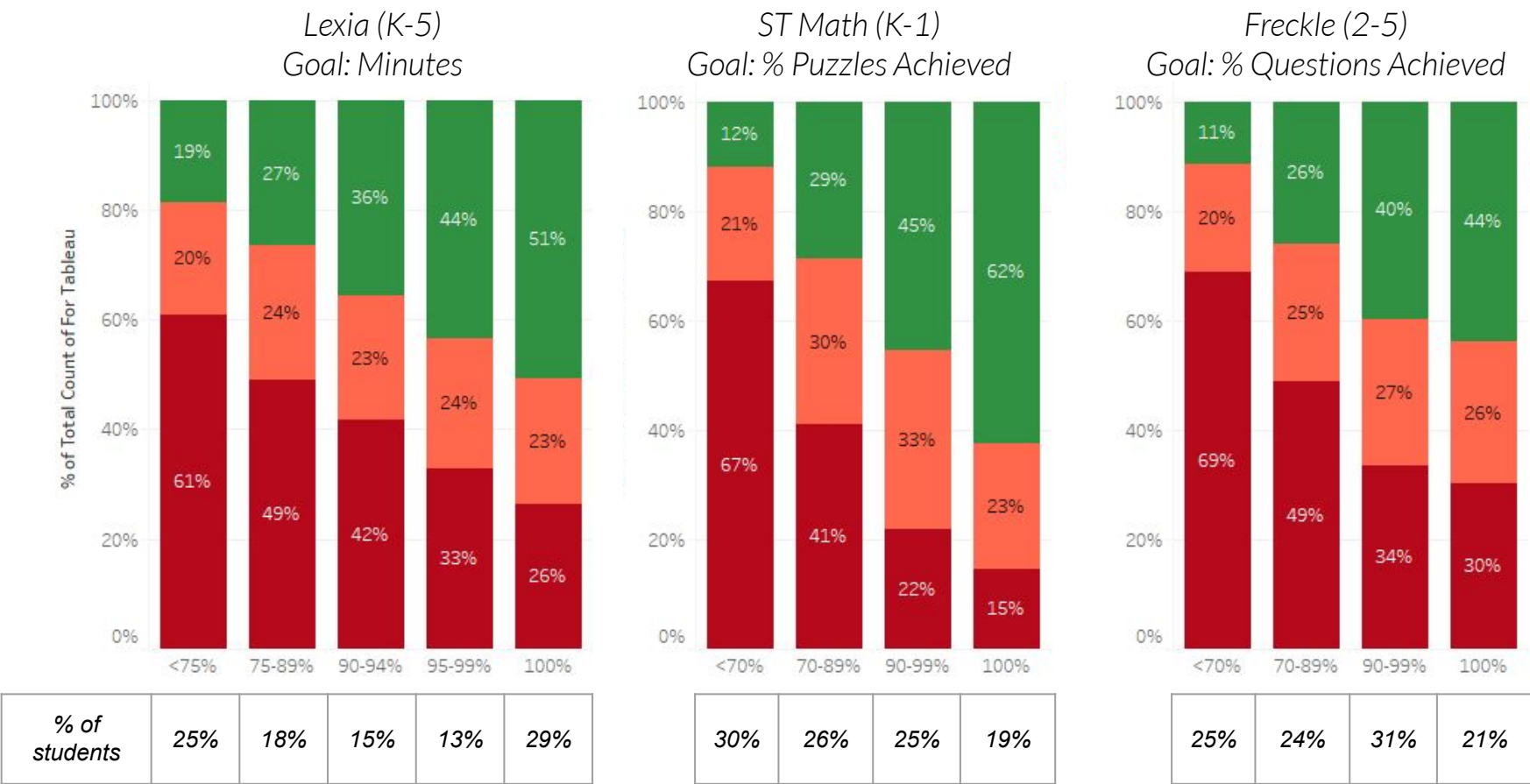| Mathematics					Reading				
7%	12%	15%	24%	42%	10%	17%	22%	29%	46%
12%	20%	27%	26%	27%	16%	20%	21%	25%	23%
81%	68%	59%	50%	31%	73%	63%	57%	46%	31%
<80	80-89	90-94.9	95-97.9	>=98	<80	80-89	90-94.9	95-97.9	>=98
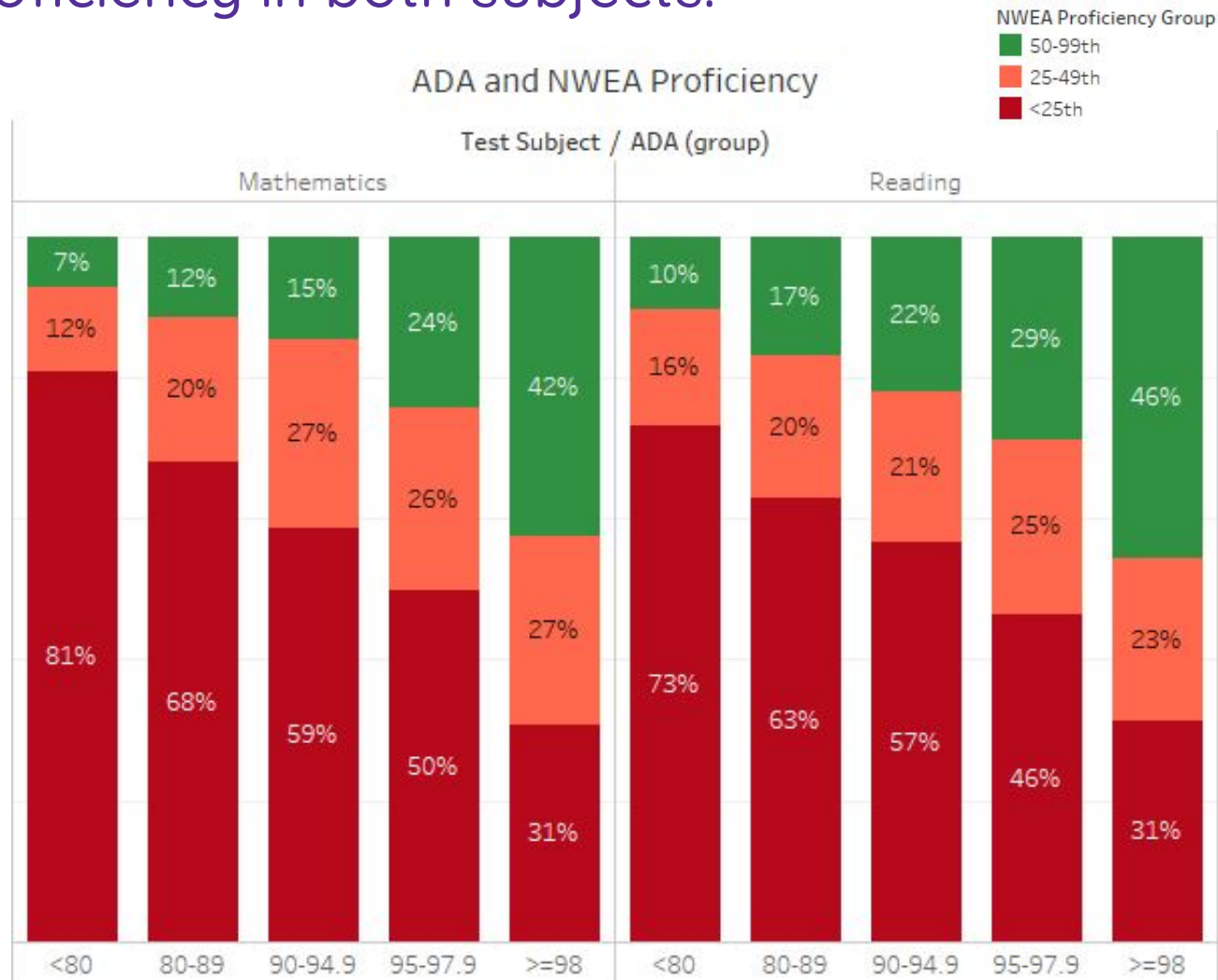
CA and NSH: majority of students >98% ADA

DC and MKE more evenly distributed across ADA groups

ROCKETSHIP

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Across the network, higher OLP goal completion was also associated with higher NWEA proficiency.

NWEA Proficiency Group
- 50-99th
- 25-49th
- <25th

OLP Goals Met (JetPacked Dashboard) and NWEA Proficiency Group

Lexia (K-5) — Goal: Minutes

% of students	25%	18%	15%	13%	29%

ST Math (K-1) — Goal: % Puzzles Achieved

30%	26%	25%	19%

Freckle (2-5) — Goal: % Questions Achieved

25%	24%	31%	21%

29% of students met 100% of their Lexia goal. Majority of these students On/Above GL

Students meeting >90% of goals are more likely to score on/above grade level on NWEA

Students meeting <70% of goals more likely to be in bottom quartile

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EoY Results: Key Takeaways and Implications

Key Takeaways
- Significant amount of unfinished learning
- Attendance and OLP participation were key differentiators
- Building stronger readers in early grades in prior years has paid off in upper grade literacy results
- Math particularly impacted compared to prior years

Implications
- In-person instruction matters
- Importance of interventions for the coming year--in particular in mathematics relative to prior years
- Priorities for the coming year:
  - Start strong
  - Relationships and Student Culture
  - Accelerate Academic Achievement

Thematic Goal

Adapt to Close the COVID Gap

Defining Objectives

Strong Start of a School and Beyond for All: Safely return large majority of students and families back to campus with supporting COVID-19 precautions, systems, and precautions

Accelerate Achievement: Students experience academic success by meeting or exceeding Fall of 19-20 absolute results by Fall of 22-23

Establish and maintain a **strong student culture** rooted in culturally responsive pedagogy and social-emotional learning

Build Strong Relationships with students, families, and staff and culture where they feel safe, valued, and part of our larger community.

Standard Operating Objectives

Student Achievement (NWEA MAP, state test)

Student Experience (survey)

Retention

Enrollment

Attendance

Staff, Family Satisfaction

Thematic Goal: Adapt to Close the COVID Gap

Priority (Defining Objectives)	Key Goals (Key Standard Operating Objectives)	Milestone Metrics (how will we measure the goal?) Input and tools	Resources to elevate our work
Strong Start of School for All Safely return large majority or all of students and families back to campus with supporting COVID-19 precautions, systems, and precautions	• 90% - 95% of students/families opt for in-person option • 95% to BET Day 1 showrate • Operationalize and maintain COVID-19 precautions, systems, and structures with 100% fidelity • Student Survey	• 80% beginning of the year family survey • 95% Week 2 enrollment • 90% of families engage in Parent Camp • 95% TK/Kinder/ G1 students attend Kinder Camp • 90% of families attend orientation/ parent camp	• Invest in PPE materials & follow all protocols at school. Covid tests, etc.. • Covid Leads continuation • Extra Operation staff to support with lunch, recess, arrival and dismissal • Upgrades wifi to allow 1:1 device use at school • 1:1 Chromebooks • Revised Unit Zero to balance academics and relationships

Thematic Goal: Adapt to Close the COVID Gap

Priority (Defining Objectives)	Key Goals (Key Standard Operating Objectives)	Milestone Metrics (how will we measure the goal?) Input and tools	Resources to elevate our work
Accelerate Achievement ● Tier I Adjustments ● Increased Interventions Students experience academic success by meeting or exceeding Fall of 19-20 absolute results by Winter 21-22 (with intervention having same results or better)	● 1.5 years of growth on NWEA ● All schools percentage of students @ or above 67th percentile on NWEA (Greater than equal to Fall '19) by Fall '22 ● All schools lead % of students @ or above 33rd percentile on NWEA (Less than equal to Fall '19) (Intervention focus) or reword as = Reduce % of student below the 33rd percentile on NWEA to meet or exceed Fall '19 absolutes ● 100% of schools lead % of students @ or above proficiency on state assessment	● 80% of focus Students moving 4 STEP levels ● 50% PK-3 on STEP/F&P Target ● % Ss cumulative ● % Met MAP tiered growth target ● Academic growth for students receiving interventions-- whether interventions are academic, social/emotional, or behavioral--greater than or equal to all students growth on NWEA	**School** ● Additional tutors/ interventionists for academic interventions ● Extended time: Before/After-school Program, Saturday School, Summer school ● 3rd AP to manage/coach intervention program and MTSS **Regional** ● Additional Achievement Managers (STEM & ELA focus)

Thematic Goal: Adapt to Close the COVID Gap

Priority (Defining Objectives)	Key Goals (Key Standard Operating Objectives)	Milestone Metrics (how will we measure the goal?) Input and tools	Resources to elevate our work
Establish and maintain a strong student culture rooted in our [Rocketship culturally responsive schools vision](#) and social-emotional learning	• All school lead % of Ss on student survey (identify specific Qs) • <1% suspension rate	• 80% of Students in SEB interventions will have improved SEB scores	**School-Level** • Additional interventionists for social-emotional and behavior interventions • Additional mental Health providers and interns • Implementing culturally relevant curricula in HUM and SEL • Additional enrichment programs **Regional** • BCBA: Support schools with plans and strategies for students with highest need behaviors • MHP

Thematic Goal: Adapt to Close the COVID Gap

Priority (Defining Objectives)	Key Goals (Key Standard Operating Objectives)	Milestone Metrics (how will we measure the goal?) Input and tools	Resources to elevate our work
Build Strong Relationships with students, families, and staff and culture where they feel safe, valued, and part of our larger community.	**Families** ● 90% of parent rate or higher on Parent Survey (identify specific Qs) ● 95% of families retained through October 15 ● All schools reach 100% Home Visits by December 1 **Staff** ● 80 % on Staff Survey (identify specific Qs) ● 90% of staff retained through November 1	**Families** ● 95% of families on track to meet parent partnership goals ● 70% attendance to Cafecitos, Community Meetings, etc. ● **Staff** ● 80% on Staff Survey (key questions) ● 5.8 Manager Survey for school leaders	**Families** ● Continue prioritizing whole family, specially most vulnerable families well being leveraging Care Corp (Care Corps Coordinator in each school)- Wrap around services ● Parents feel as partners in the reopening process to strengthen reopening as a whole **Staff** ● On-site teacher sub to provide coverage for teachers ● Staff Wellness Partnership Funds ● Additional Teacher Appreciation Funds ● Burn in Mindset Program ● Wellness days in School year calendar

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