



**Thursday, February 9, 2023**  
**Rocketship CA Board Committee (2022-23 Q3)**

**Meeting Time: 4:00pm**

**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. You will be recognized once the public comment time begins, and be permitted to make comment for a duration of up to 3 minutes.**

**Meeting Location: 2001 Gateway Place, Suite 230E San Jose, CA 95110**

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**Teleconference locations:**

**950 Owsley Ave, San Jose, CA 95122**

**1700 Cavallo Rd, Antioch, CA 94509**

**2351 Olivera Rd, Concord, CA 94520**

**909 Roosevelt Ave, Redwood City, CA 94061**

**311 Plus Park Blvd Suite 130, Nashville, TN 37217**

**4732 Knoll Park Circle, Antioch CA 94531**

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**1. Opening Items**

A. Call to order

B. Public comment on off-agenda items

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**2. Consent Items**

A. Approve minutes from November 17, 2022 CA Board Committee meeting

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**3. Agenda Items**

A. Executive Director Update

B. Achievement Update

C. Strategic Planning

D. DEI, Parent and Staff Survey Update

E. Attendance Update

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**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.

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**Rocketship CA Board Committee (2022-23 Q2) (Thursday, November 17, 2022)**

Generated by Cristina Vasquez on Monday, November 21, 2022

**1. Opening Items**

**A. Call to order**

At 4:09pm, Ms. Bernal Samano took roll call. With a quorum of committee members present, Ms. Bernal Samano called the meeting to order.

Present: Ruben Solorio, Courtney Shenberg, Hugo Castaneda, Yolanda Bernal Samano

Absent: --

**B. Public comment on off-agenda items**

At 4:10pm, Ms. Bernal Samano called for public comment on off-agenda items. No members of the public were present, and no comment was made.

**2. Agenda Items**

**A. Executive Director Update**

At 4:11pm, the committee discussed agenda item 3(A). No action was taken.

**B. California Finance Update**

At 4:21pm, the committee discussed agenda item 3(B). No action was taken.

**C. SY22-23 Enrollment Update**

At 4:52pm, the committee discussed agenda item 3(C). No action was taken.

**D. Talent Update**

At 4:56pm, the committee discussed agenda item 3(D). No action was taken.

**E. Achievement Update**

At 5:19pm, the committee discussed agenda item 3(E). No action was taken.

At 5:21pm, Hugo left the meeting.

**4. Adjourn**

At 5:48pm, a motion to adjourn was made by Mr. Solorio, seconded by Ms. Shenberg, and carried unanimously by roll call vote.

Y: Ruben Solorio, Courtney Shenberg, Yolanda Bernal Samano

N: --

Abstain: --

# Q3 Rocketship Public Schools CA Committee Meeting

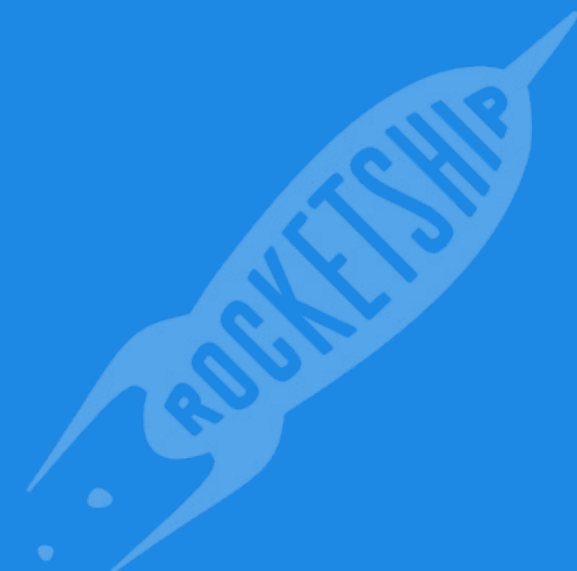
February 9, 2023



# Agenda

- I. Administrative
- II. Executive Director Update
- III. Achievement Update
- IV. Strategic Planning
- V. DEI, Parent & Staff Surveys
- VI. Attendance & SARB

# Executive Director Update



# ED Update

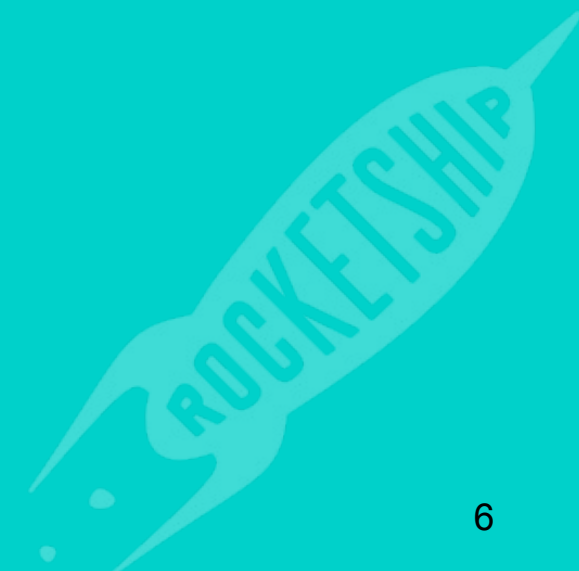
- Mission Moment
- Upcoming Parent survey and family intent to return
- Other items



# Mission Moment: Rocketship California Celebrates Quinceañera



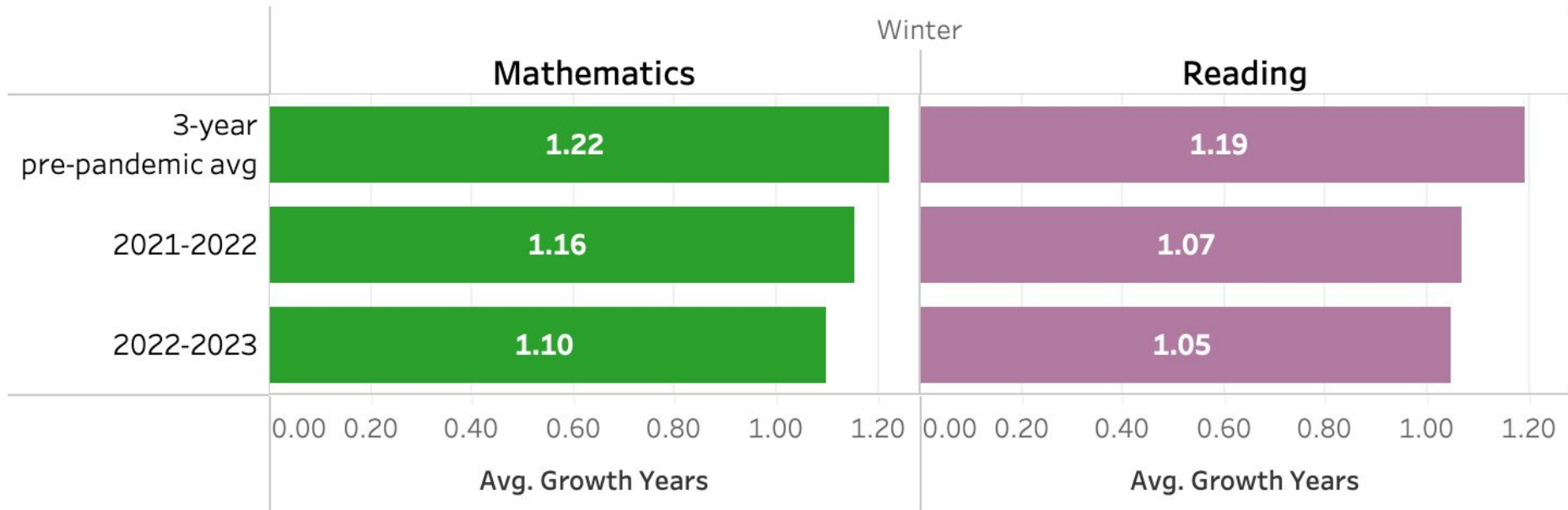
# Achievement Update





# Winter Growth Continues to be Lower than Historical Averages

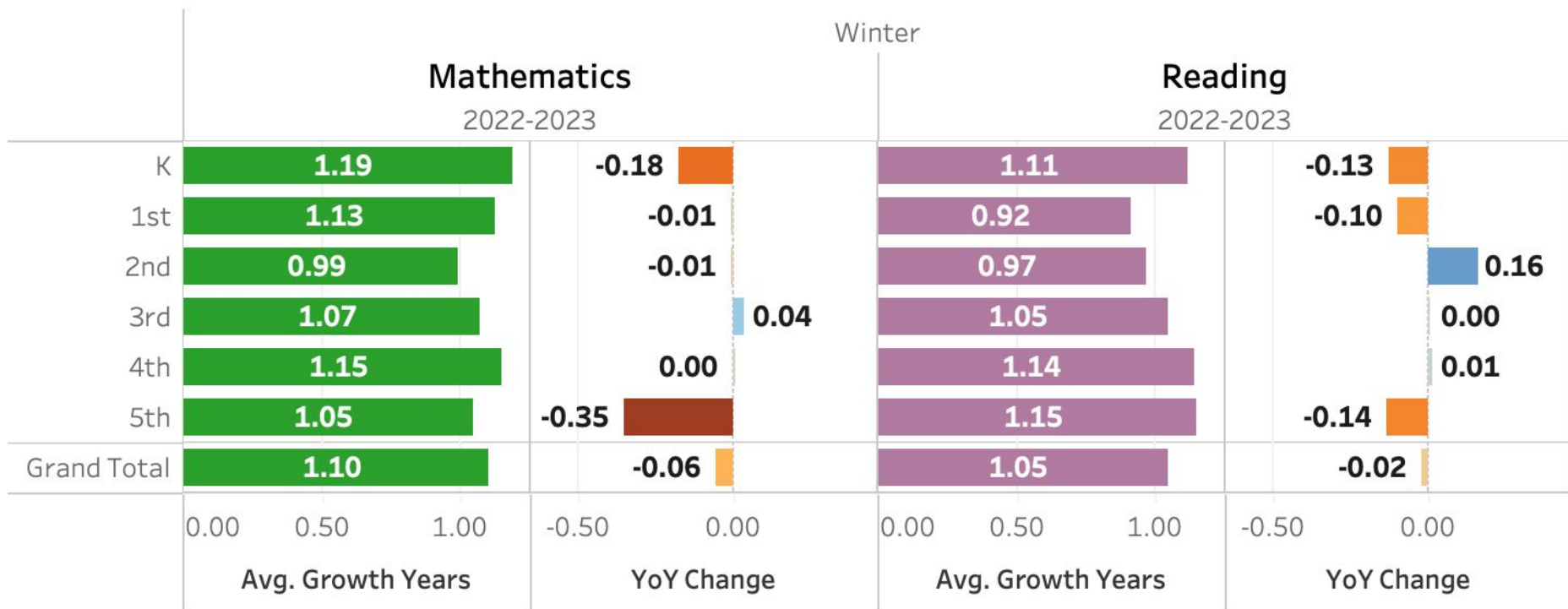
RPS CA: **Fall-to-Winter** Avg Growth Years



- Overall Math growth rates lower than last year, but decline contained in two grades
- Overall Reading growth was similar to last year
- Although growth rates were lower than historical rates last year, RPS CA achieved accelerated growth in the second term after Regional and Program teams identified priority areas and implemented support shifts following mid-year data analysis

Most grades had similar growth as last year with improvement in 2nd Grade Reading and lower growth rates concentrated in Kinder and 5th grade

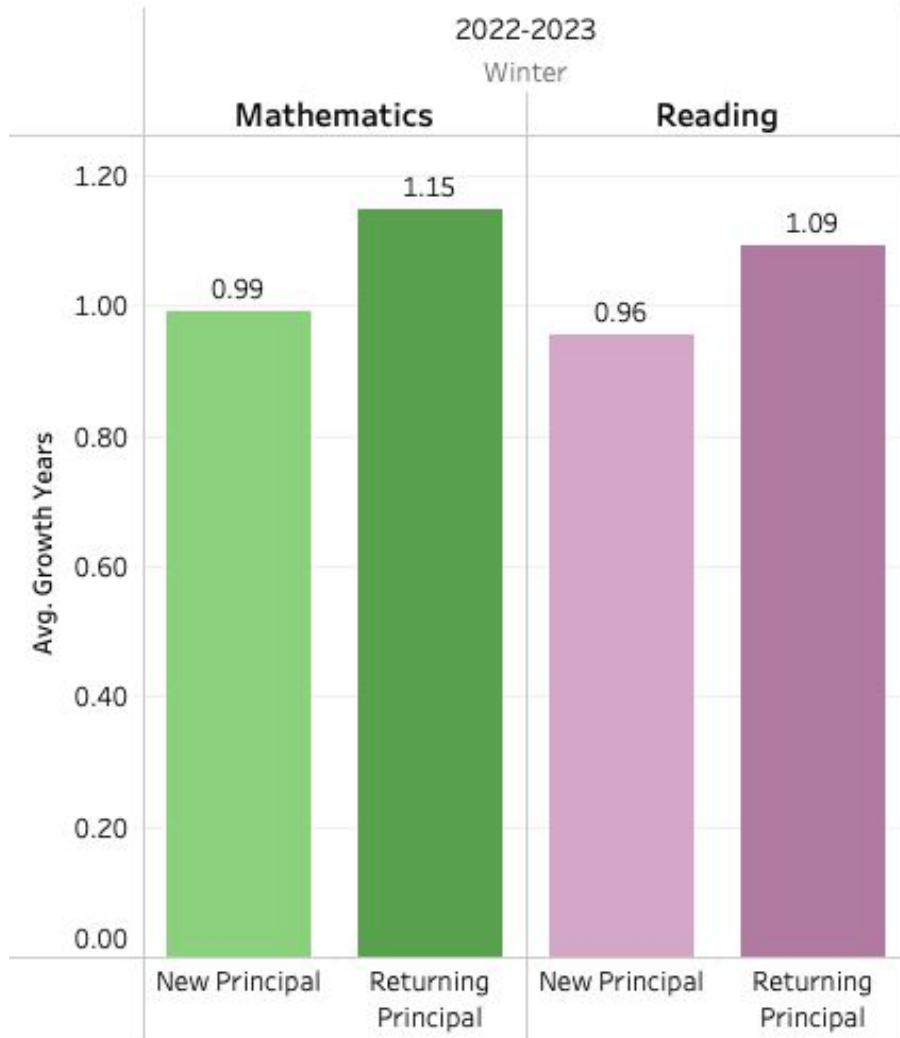
RPS CA Fall-to-Winter Average Growth Years and Change from 2021-22



- While 2nd grade Reading growth is still lower than we'd want, encouraging to see progress in historically challenging grade
- Support focus on lower grade HUM due to the low or declining growth rates

# Principal retention and development is important for academic success

RPS CA: **Fall-to-Winter** Avg Growth Years by Principal Tenure

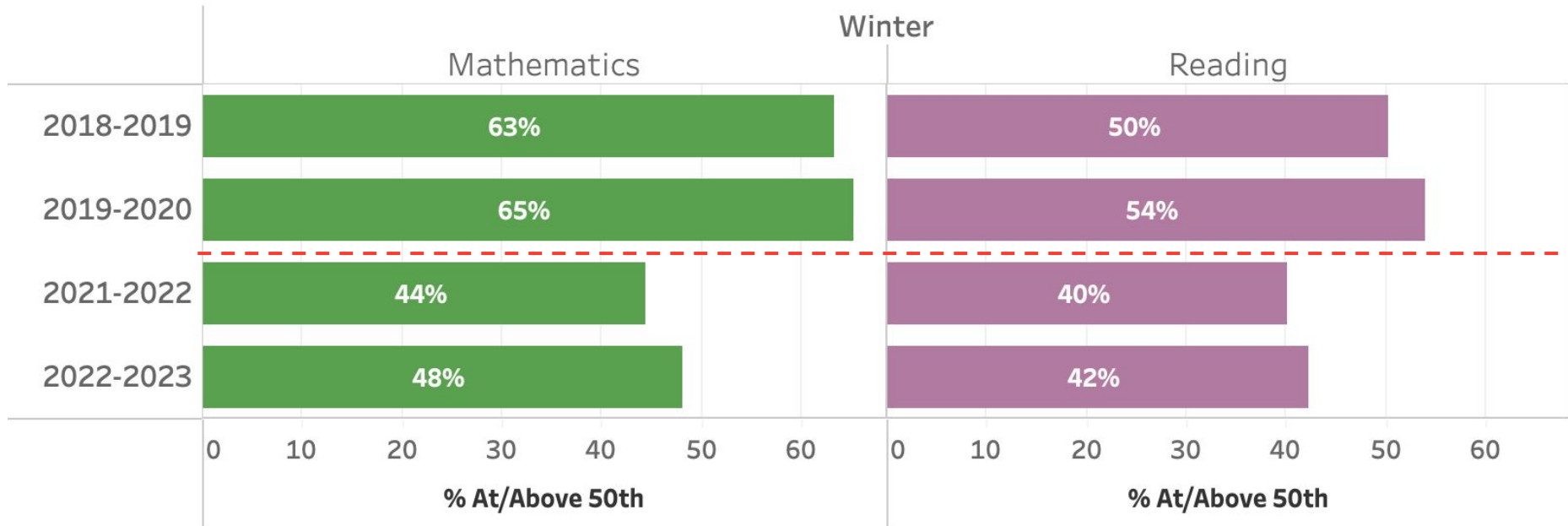


- Returning Principals achieved higher growth than new school leaders during the fall term in both subjects

Returning principals include all principals who were in the role on the same campus in SY21-22 on a full-term or interim basis.

# Slight gains in percent At/Above 50th from last year, similar to gains seen in fall

RPS CA: Winter NWEA MAP % Top 50

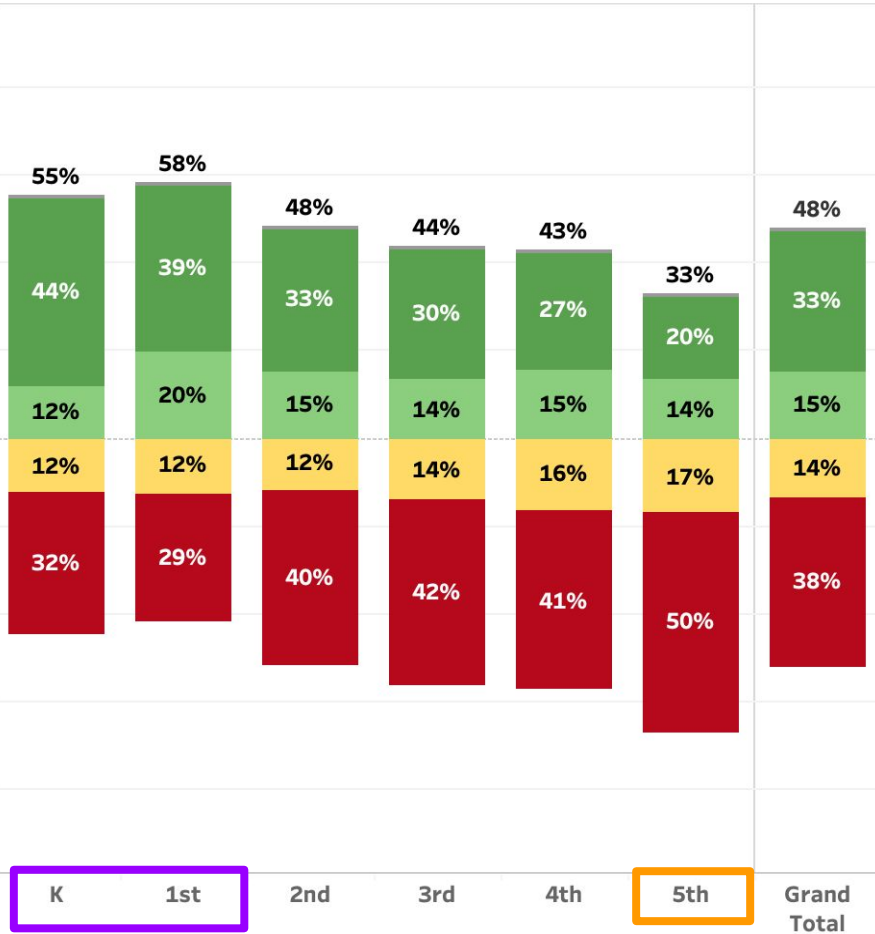


Note: 2020-21 Winter NWEA was not administered during distance learning.

- During the fall term, RPS typically doesn't see much movement on % on/above grade level and sees decline in the bottom tier
  - Expect to see more progress in % on/above grade level in the spring

# CA Grade Level distributions

RPS CA: 2022-2023 Winter NWEA  
Mathematics

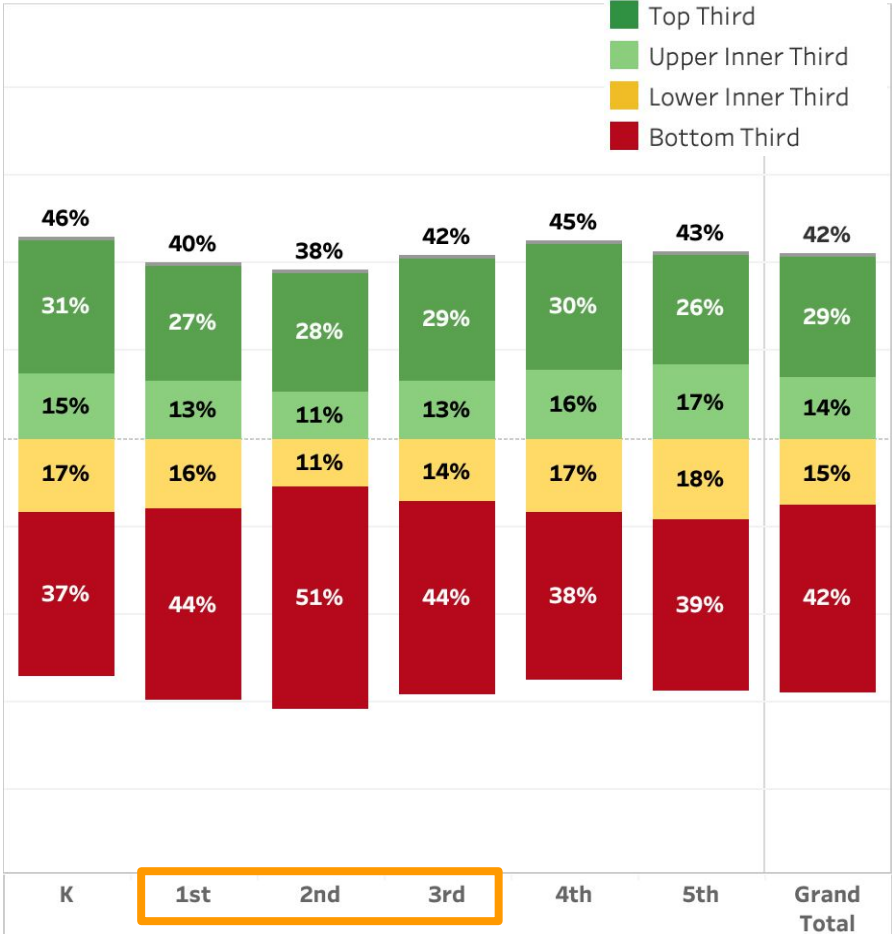


- K and G1 have >50% of students on grade level
- G5 Math started the year with lower scores and continues to be behind other grades

RPS CA: 2022-2023 Winter NWEA  
Reading

NWEA Proficiency Tier

- Top Third
- Upper Inner Third
- Lower Inner Third
- Bottom Third



- Cohorts with lower literacy instruction most impacted by COVID school disruptions are still catching up

After a slower start than expected last year, most regions had accelerated growth in the 2nd semester growth



- Stronger 2nd semester growth after Program and Regional teams made adjustments following fall semester reviews
- While this fall's growth was more similar to last year than expected, all regions still have opportunity to achieve strong growth in the second term,

# Overall Root Causes and 2nd Semester Priorities

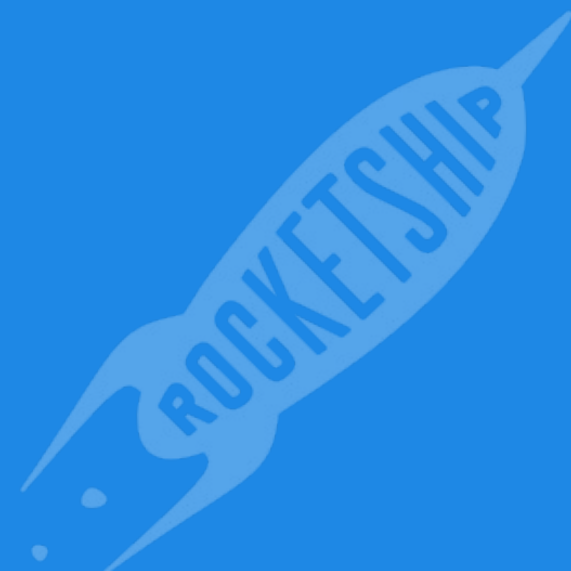
Root Causes	2nd Semester Actions	Intended Outcome
Underdeveloped/uncodified instructional and data management systems	<ul style="list-style-type: none"> <li>● Realignment on priority data to be consistently reviewed</li> <li>● Instructional management systems working group focused on developing tools for coaches to support building and maintaining effective systems</li> <li>● Emphasis on coaching or video analysis of ILTs and structures of similar importance</li> </ul>	<ul style="list-style-type: none"> <li>● Regional leaders will have the tools they need to evaluate the effectiveness of key systems managed by SLs</li> </ul>
Gap in onboarding/developing external instructional leaders	<ul style="list-style-type: none"> <li>● Onboarding working group is now up and running to codify best practices to onboard external hires more effectively</li> <li>● Additional efforts to codify best practices for principal onboarding</li> <li>● Long-term we must elevate our onboarding as well as ongoing skill development of external instructional leaders/school leaders</li> </ul>	<ul style="list-style-type: none"> <li>● External SLs in 23-24 will have clear metrics for success and ultimately be better prepared to navigate their first semesters at RPS</li> <li>● RPS will be ready to host external principal residents as soon as 23-24</li> </ul>
Unclear regional vs. national roles and responsibilities and inadequate collaboration structures	<ul style="list-style-type: none"> <li>● Restructuring DoS/Program Team Collaboration Meetings</li> <li>● Creation of support plan document to provide visibility into regional and national supports for schools</li> <li>● ED/Program Team Stepback in February</li> </ul>	<ul style="list-style-type: none"> <li>● Schools will receive comprehensive supports, aligned to their needs. They will know what regional support is in place and what national support supplements the work of the region.</li> </ul>

# Additional Academic Team Root Causes and Priorities

Root Causes	2nd Semester Actions	Intended Outcome
Continued attendance struggles	<ul style="list-style-type: none"> <li>● Weekly collaboration calls with regional reps and weekly OM Huddles to address attendance data, response strategy, and focus on creation of and fidelity to attendance plans</li> <li>● Establishing partnership with regional wellness teams/CareCorps to address wrap around services to support families facing attendance barriers.</li> <li>● Launching internal SARB review process in California, w/ 4 school pilot and establishing attendance escalation protocol and process in each region               <ul style="list-style-type: none"> <li>○ 3 tier approach 1. Attendance audits of basic structures (phone calls home, etc.) 2. Teacher phone calls for students missing multiple days per week 3. Attendance meetings for chronically absent and Truant students by SLs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Improved attendance in the second semester, ideally at least 93%,</li> <li>● Already seeing impact with January having highest attendance rate since September</li> </ul>
Continued challenges with aspects of RPS curriculum (and subsequent impact to codified/aligned data systems and responses)	<ul style="list-style-type: none"> <li>● Continue National Curriculum review process to evaluate RPS against vetted alternatives</li> <li>● At minimum, select new math and phonics curriculum</li> <li>● Selecting new assessments, which will ideally create greater real-time data and clarity on school progress and status</li> </ul>	<ul style="list-style-type: none"> <li>● Having new curricula will allow us to focus Program Team energies on implementation support rather than resource creation.</li> <li>● New assessments should offer the opportunity to more easily gain insight into student progress.</li> </ul>



# Strategic Planning



# Goals of Planning Process

Align on goals and priorities for the next 5 years

Include stakeholders (Board, NET, DEI Council, NeST, SLs, and Families) in the process in a genuine yet efficient way

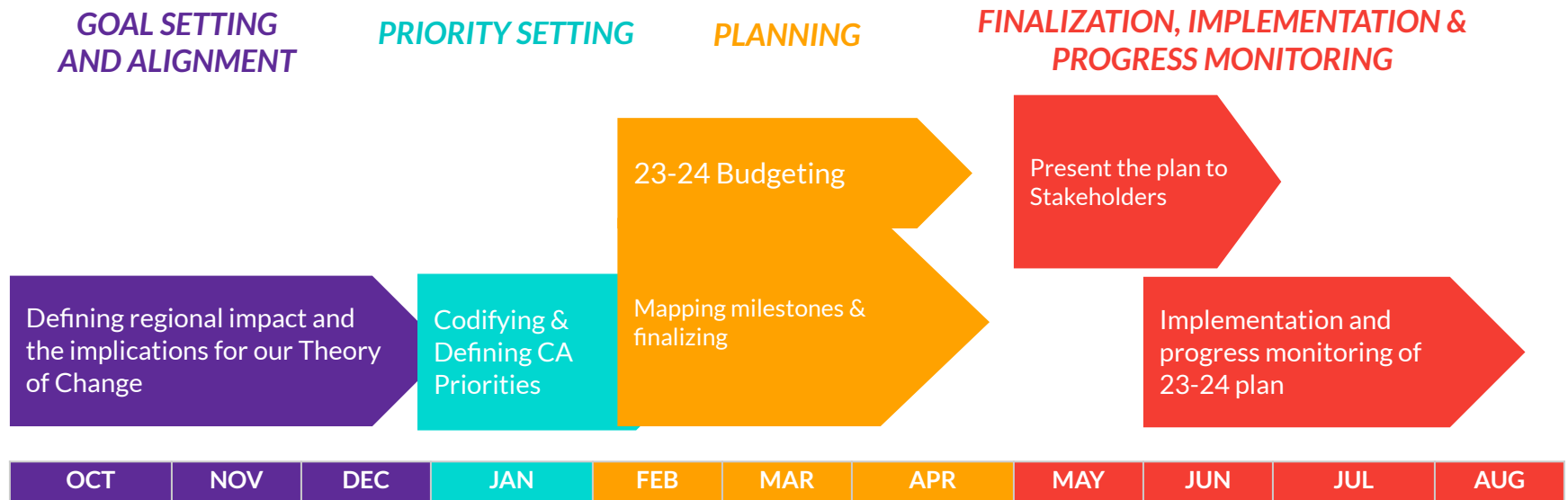
Allocate resources to drive on both business-as-usual and annual priorities, while ensuring we track towards National NeST sustainability

Ultimately, receive Board budget approval at the May board meeting



## OVERVIEW: PROCESS

# Strategic Planning Process for CA



Above is a high-level month-to-month overview of the more detailed timeline, showing the phases of the strategic planning process.



# Proposed Strategic Planning Process

	Stage	Milestones	Core Questions/Activities
February	Assess current state to determine strategic priorities	<p><u>Jan</u>: Diagnostic analysis (SWOT, external benchmarking/landscape analysis)</p> <p><u>Feb</u>: Draft strategic priorities</p> <p><u>Feb</u>: Agree on top strategic priorities for the next 5 years</p>	<p>Based on where we stand, what are the implications for strategic priorities over the next 5 years? What are the internal capabilities/capacities/resources necessary to set our plan in motion (e.g. people, structures/processes, tech, finances, etc.)?</p> <ul style="list-style-type: none"> <li>Review/synthesize existing data, financials, survey responses, brown-bag feedback, etc.</li> <li>Regional engagement/alignment sessions</li> </ul>
March-May	Develop plans including outcomes and resource requirements informed by stakeholder input	<p><u>Mar</u>: Backwards mapping/milestones complete</p> <p><u>Mar</u>: Draft financials</p> <p><u>Apr</u>: Detailed 23-24 priorities/goals complete</p> <p><u>May</u>: Financial modeling/analysis finalized</p>	<p>How will be operationalize our strategic plan? Backwards map, lay out the steps needed for each strategic priority, who will be responsible for each step, resources required, and what quantitative milestones should be tracked (greatest level of detail for 23-24)?</p> <ul style="list-style-type: none"> <li>Regional/team planning</li> <li>Financial analysis/modeling</li> <li>Make any adjustments necessary to strategic plan after assessing capacity/resource implications to ensure it is ambitious yet achievable</li> </ul>
June-August	Finalize implementation of plans	<p><u>June</u>: Draft written 5-year strategic growth plan</p> <p><u>June</u>: Board approves 22-23 budget</p> <p><u>Aug</u>: Approve 5-year strategic growth plan</p>	

# Key Stakeholders



# Successful strategic planning will require deep engagement throughout the organization

Role		National	CA	MKE	NSH	DC
<b>Executive Sponsor:</b> Provides ongoing direction/guidance, procures resources, removes impediments, influences executive and board buy-in		Chris / Stephen	Maricela	Kadeem	Will	Candice
<b>Internal Lead:</b> Responsible for making it happen. Manages/oversees strategic planning process and various stakeholders (incl. consultants), leads Strategic Planning Working Group in developing recommendation of strategic priorities		Sandra	Jessica Kristen	Kat Lauren	Kat Stefanie	Jessica Marielys
<b>Consultants:</b> Facilitators / guides of the strategic planning process: suggest framework, process, planning tools that can be used across regions. Conduct research/analysis to inform strat plan (in partnership with internal partners-S&S, Analytics, Finance, etc.), engage stakeholders in the process, schedule and lead planning sessions, help build consensus, produce documentation of choices		Lige Shao & Hae-Sin Thomas				
<b>SteerCo:</b> Collaborates with Strategic Planning Steering Committee to refine pillars of strategic plan, reviews and helps refine the written strategic plan, socializes and champions the strategic plan with board members, helps present elements of the strategic plan and secure the board's final stamp of approval		5 Board 4 NLT	2-3 Board ED			
<b>Strategic Planning Working Group:</b> Integral role in defining pillars of strategic plan (setting objectives, key results, initiatives)		8-10 National Team Members	4-7 Regional Team Members			
<b>Key Stakeholders:</b> Engaged throughout the process (advisory groups, town hall discussions, etc.). Key input/driver of strategic plan	Primary beneficiary/driver of strategic plan	RPS families/students				
	Responsible for implementation	Staff (incl. national, regional, school, NLC, DEI Council)				
	Approver and ultimately responsible for owning/driving the plan	NET				
	Ultimate approver of strategic plan	Board				
	Key partner in successful execution	Donors				



# Regional Stakeholder Engagement

		CA
<b>Leads/Facilitators</b>	<b>Executive Sponsor</b>	Maricela
	<b>Lead</b>	Jessica Johnson, Kristen
<b>SteerCo (Monthly) (Board +ED)</b>	<b>Board Members</b>	Maricela, Yolanda, Courtney, Ruben
<b>Strategic Planning Working Group: Monthly (Regional Staff + 2-3 School Leaders/Staff)</b>	<b>Compliance, DOS, RDO, &amp; EO/Advocacy</b>	Danny, Juan, Jason, Aned, Janine (External Affairs), Amy (Advocacy), Castro (RDO), Bianca (Enrollment), Lorena (Care Corps),
	<b>School leaders and staff</b>	Chaka (Achievement Manager) Select SLs from application (2 P, 1 BOM, 1 OM)
<b>Advisory Groups: 2-4x each (Key Stakeholders)</b>	<b>Network Bodies</b>	NET, NLC, Sara Guerra
	<b>Additional Contributors</b>	ISE: K. Harrison SEL/Wellness: Dr. Mendoza SIS: Felipe Sandoval MLL: Reasey Los Dichos: Liz Smith
	<b>School Staff</b> EB/RRWC/SJ	
	<b>Families</b> Representation from Parent Advisory Council (RAB) 2-3 SJ, 1 RRWC, 1 EB	
	<b>Open to all regional/school based staff</b>	
<b>Town Halls: 2x each (Key Stakeholders)</b>		



# DEI, Parent & Staff Surveys





# Annual Parent Survey Kicked Off in Late January

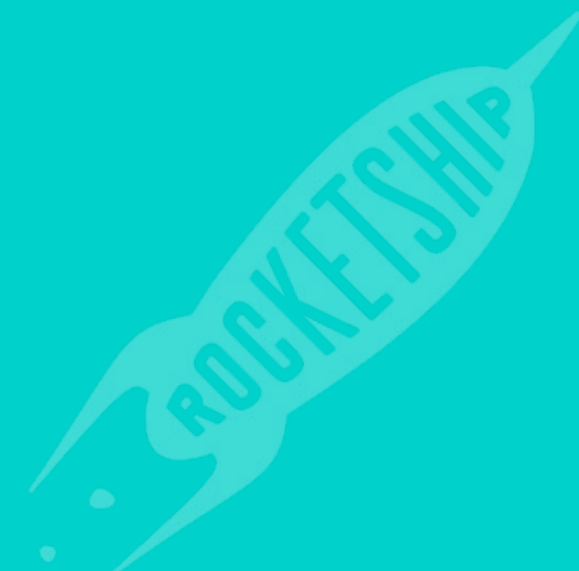
It's time for our Annual Family Survey! Each year we look forward to collecting feedback from our families to continue to elevate our practice and make Rocketship a place where students and families thrive. Here is the timeline we shared with schools this week below:

Timeline
<p><b>Option 1:</b> Roll out Parent Survey on Monday, January 30</p> <p><b>Option 2:</b> Roll out Parent Survey along with Intent to Return on Monday, February 6</p> <p><b>Surveys Close:</b> February 24th</p>

- 90% completion goal of total families enrolled
- Survey links open from Jan 30 - Feb 24
- Available in 5 languages
  - English, Spanish, Vietnamese, Somali, Arabic
- Surveys are anonymous
- Progress Monitoring - Updates for schools 2X week
- Families can submit survey electronically or on paper form



# 22-23 Staff Experience and DEI Survey



# 22-23 Network Priorities

<b>Quality</b>	<b>Impact</b>	<b>Advocacy</b>	<b>DEI</b>	<b>Culture</b>
Top 10% SED (~Top 25% ALL students)	14,000 Rocketeers Sustainability	100 Parent Power Meetings	60%+ leaders represent student racial & ethnic identities	Currently under revision with focus on inclusion

**Opening the next frontier of excellence**  
through equity, collaboration, and agency

**Close (COVID) opportunity gaps**

**Improve quality of network support** by enabling greater voice, agency and accountability across schools, regions, national

**Build a more open and inclusive culture** that is a great place to be for all Rocketeers.



# Rocketship Staff Feedback Surveys

Rocketship administers annual surveys for school staff to provide the network with **direct and valuable feedback** on the employee experience, school culture, and career pathways. Your survey input helps Rocketship recognize strengths we can build on and identify the highest priority opportunities for improvement.



## Manager Feedback Survey

**Anonymous feedback for your direct manager** on coaching, adult culture, interpersonal skills, and performance management.

Survey used to inform school and network **PD and coaching for managers**.

*Anonymous*



## Staff Experience & DEI Survey (January)

Share thoughts on your **experience and satisfaction** in your school and within the Rocketship Network as a whole.

Feedback helps us recognize our strengths and identify priority opportunities to improve **climate and the employee experience**.

*Anonymous*



## Staff Interests & Career Pathways (January)

Describe your **intentions** for the next school year and **interest in Rocketship career pathways**.

Opens conversations with school leaders on career and development goals. Facilitates network **talent pipelines** and internal transfers.



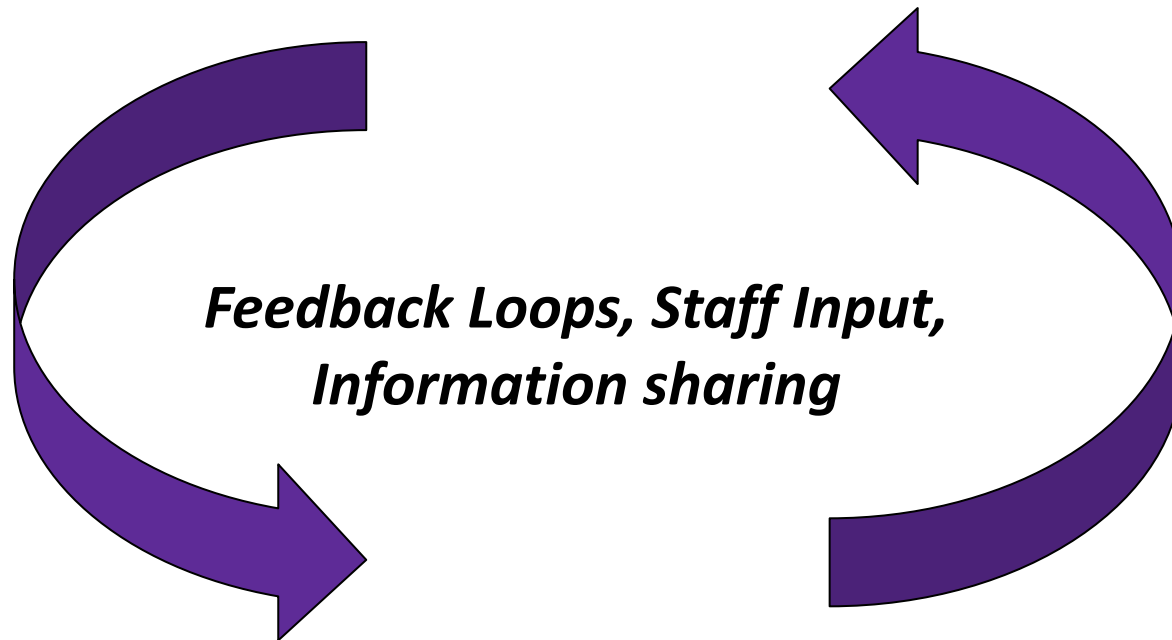
## NeST Performance Survey (Winter)

**School leaders** share feedback on how NeST is delivering on support for schools across three factors (Quality of Work, Collaboration, and Reliability + Timeliness).

NeST teams use the information to **elevate their service levels** and guide annual planning and priorities.

*Anonymous  
SLs and NeST only*

CA has additional structures to share information and gather staff input in our work



DoS, ED, CEO Brown Bags  
Weekly Landing  
Principal Team huddles  
Weekly School Leader Central

DEI Council  
Principal Team meeting  
All Staff Orientations  
Cheers to Rocketeers & staff events

# Staff Experience and DEI Survey Overview

## Questions

- Staff experience survey administered annually at mid-year.
- All Rocketship staff complete and share feedback on three sections:
  - “Core Questions” on team and org culture based on Gallup’s survey on employee engagement
  - Employee experience in diversity, equity, and inclusion; feedback on Rocketship’s DEI strategy and progress
  - For NeST staff, feedback on virtual work and team connectedness.
- Survey is on a scale of 1 (strongly disagree) to 7 (strongly agree)

## Participation Rate

- We strive annually for participation to be above 80% to ensure that results are representative of staff sentiment and expect principals and team managers to share back results with staff and network leaders to identify areas of improvement
- 22-23 Network Staff Experience and DEI Survey completion rates:
  - School Staff: 83%
  - School Leaders: 82%
  - Network Support Team (NeST): 79%



# Staff Experience and DEI Survey Question Overview

## Organizational Culture

*Passion and commitment to Rocketship's mission  
Recommend Rocketship as a great place to work  
Experience in career development, enablement,  
and retention planning*

## Team Culture

*Enjoyment of day-to-day work  
Connection to work and team  
Feelings of recognition and effectiveness of  
communication systems*

## DEI Strategy & Experience

*Awareness of and impact of Rocketship's DEI  
strategy  
Individual experiences with DEI, bias, and  
microaggressions at Rocketship  
Culture awareness*

## Organizational Priority

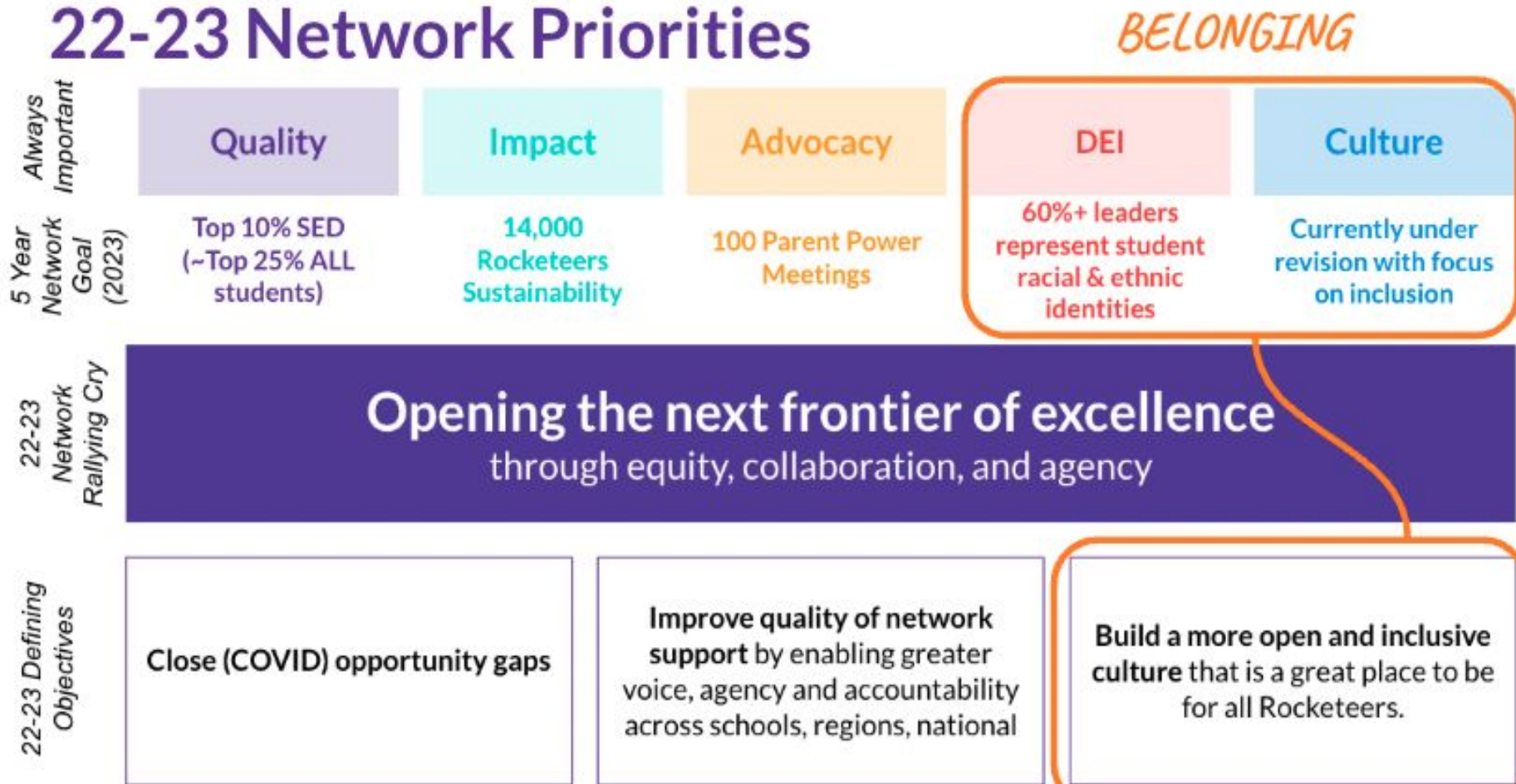
*22-23 organizational priority asked for additional  
feedback on Rocketship's compensation and  
benefits to inform planning for 23-24 and beyond.*



# Operationalizing our DEI Goals:

- Begins with a focus on deepening a sense of belonging for all (staff, students, and families)
- And ensuring our students have staff who reflect their identities and cultures

## 22-23 Network Priorities





# Operationalizing DEI Through Professional Learning

## SCHOOL STAFF

Develop deeper understanding and appreciation for the historical, cultural, and sociopolitical contexts of their school communities, and engage in the behaviors and practices that affirm all identities and their intersections across all spaces and places within our Rocketship Communities.

## SCHOOL LEADERS

Deepening both collective and individual understanding of Inclusive Leadership (Khalifa), DEI Leadership Competencies, and how to leverage those learnings to 1) interrogate/disrupt policies, programs, and practices that stand in opposition to our DEI vision, and 2) to cultivate and protect spaces and places of belonging.

## NeST

With the DEI Competencies as the anchor, staff will engage in learning to deepen both individual and collective understanding of those competencies, and how to leverage them to cultivate spaces and places of belonging.

## NET / SENIOR LEADERS

Senior and Executive Leaders will engage in learning to deepen both individual and collective understanding of those competencies, and how to leverage them to: 1) interrogate/disrupt policies, programs, and practices that stand in opposition to our DEI vision, and 2) to cultivate and protect spaces and places of belonging.



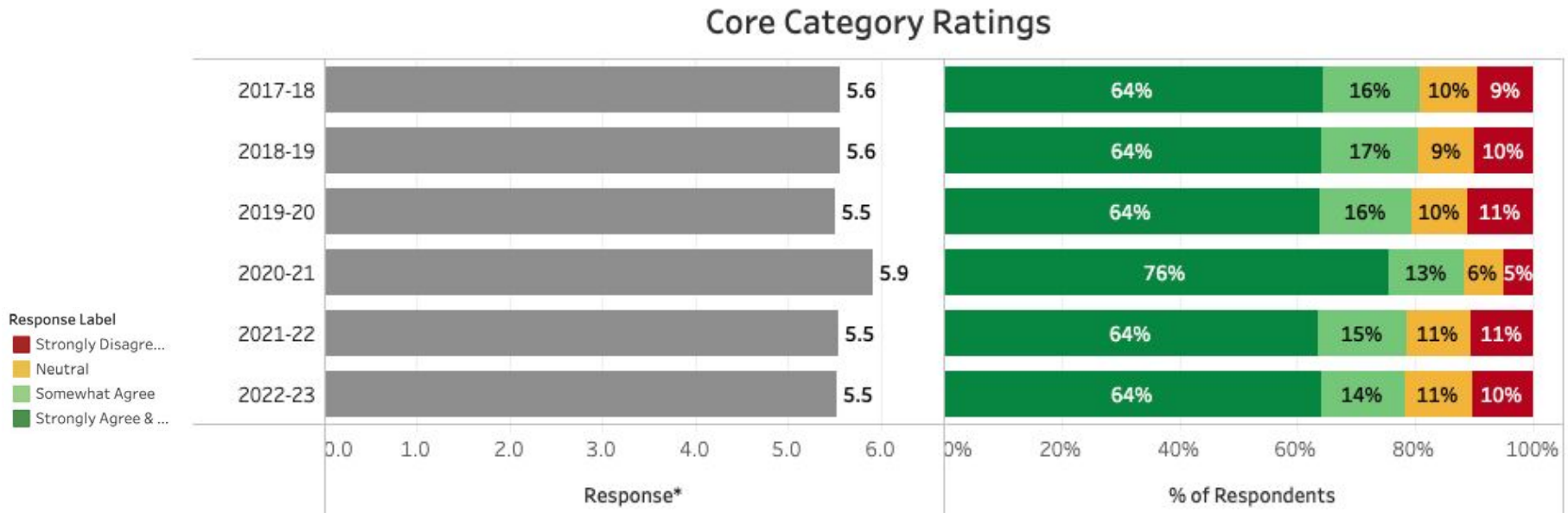
# Survey feedback can help drive staff engagement and retention planning for 23-24

	CA Region - All School Staff	CA Teachers
Actual 21-22 to 22-23 Retention	74%	67%
<b>Projected retention</b> for 23-24 based on Future Interests Survey (Jan 2023)	69%	64%



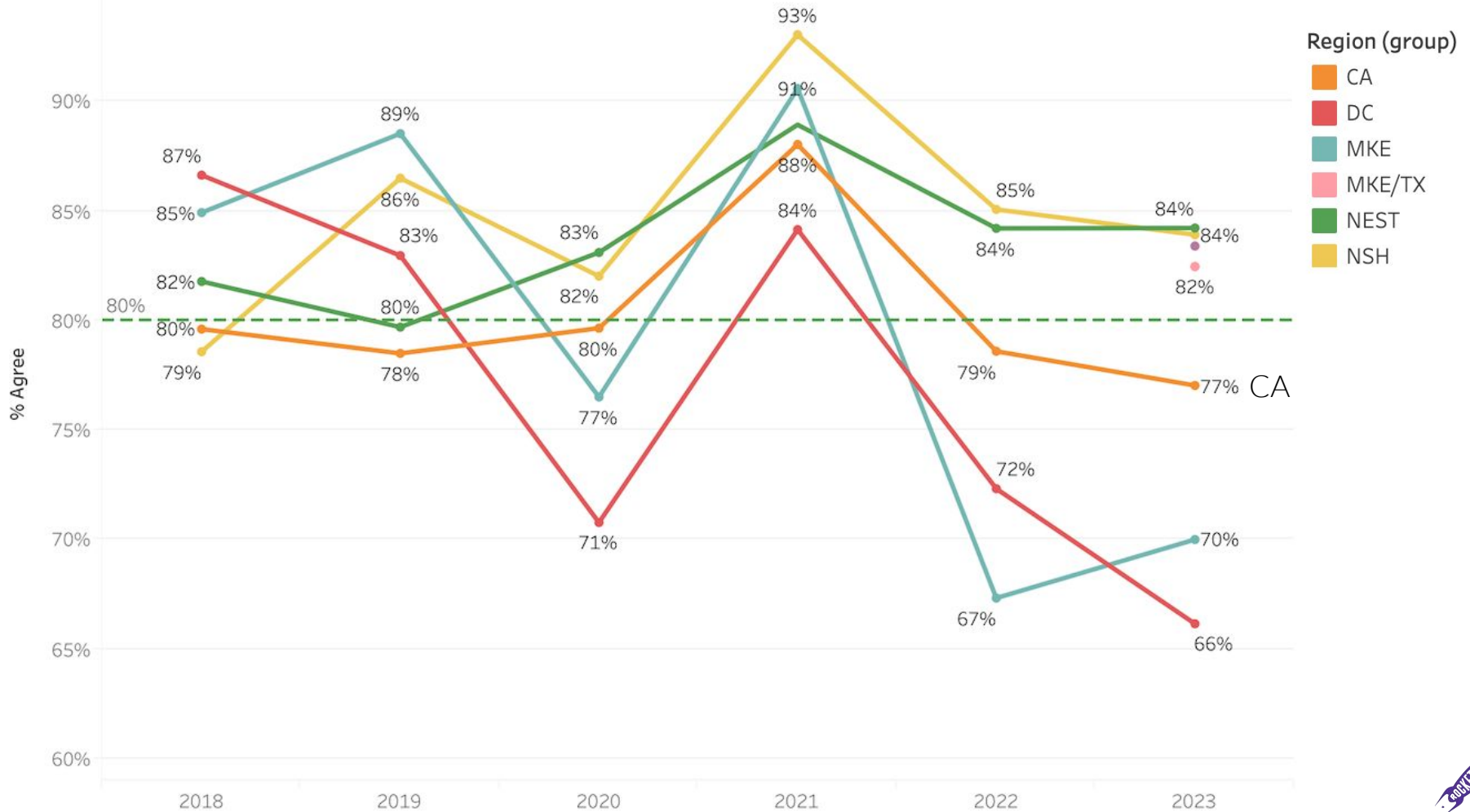
# Network Overview: Staff Satisfaction January 2023

- **Rocketship maintained ground in staff satisfaction compared to last year.** We maintained a 5.5 average score rating out of 7 compared to 5.5 in 21-22.
- Strong staff engagement is notable in a year when Rocketship opened two new schools, including a new region, and continued to navigate a COVID-19 pandemic. This feedback gives a strong foundation we can continue to build on moving forward.
- **78% of staff agree (goal is 80%)** in core survey category areas related to Organizational Culture, Team Culture, and DEI.



# Network Satisfaction by Region: 2018 - 2023

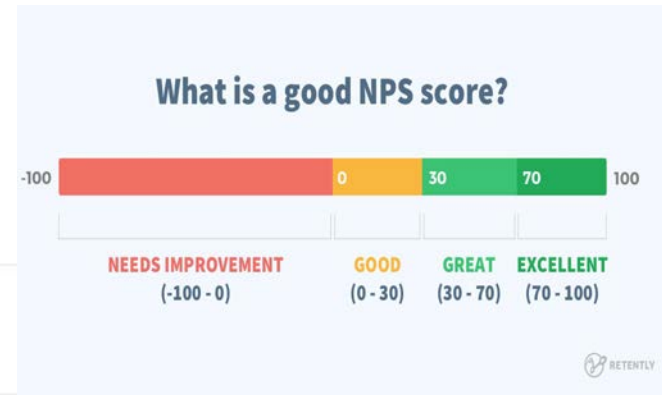
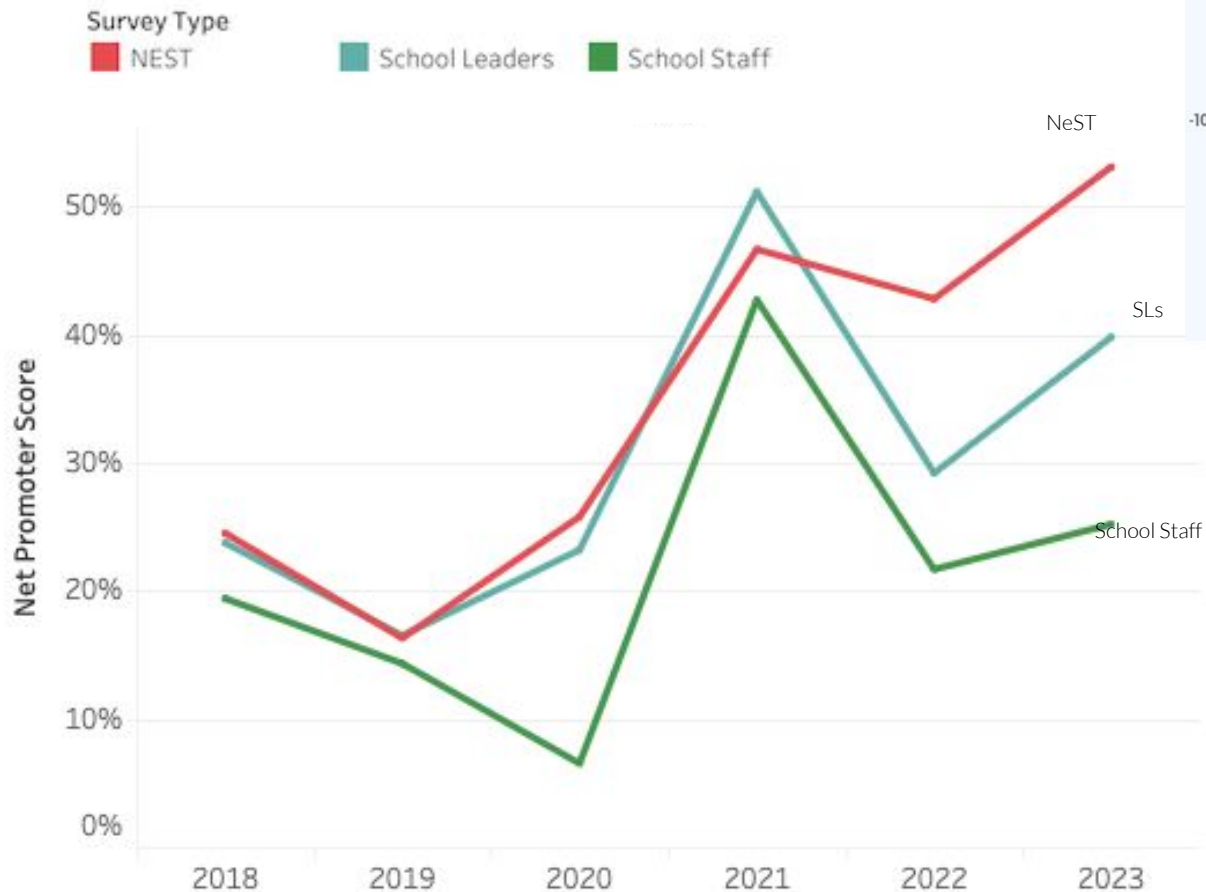
- Overall, satisfaction in CA is down slightly compared to last year. 77% of CA staff expressed satisfaction compared to 79% in 21-22 (goal is 80%).
- NSH, NeST, and TX met the 80% goal for overall satisfaction. MKE satisfaction increased from 2022 – moving from 67% satisfaction to 70%.



# Net Promoter: YoY Changes

## Rocketship's Net Promoter score increased by 5 points.

- Rocketship's net promoter score is 31.7% – up from 26% in 2022 – which places use in the “great” NPS range.
- Increase driven especially by an increase in promoters for NeST and School leaders.



**Net promoter** is a measure of staff agreement on the question “I’d recommend Rocketship as a great place to work.” It measures the % of “Promoters” minus % of detractors.

# CA Core Survey: Organizational and Team Culture

Category	Question (group)	Response*	YoY Change in Avg Rati..
Organizational Culture	I am advancing my career goals and plan at Rocketship.	5.5	0.1
	I am proud to tell people that I work at Rocketship Public Schools.	5.7	0.0
	I feel I make a difference here.	5.9	0.1
	I have confidence that Rocketship is making progress toward achieving our mi..	5.7	0.0
	I have the flexibility needed to balance my work and personal needs.	4.4	0.2
	I'm passionate about Rocketship's mission and values.	6.2	0.0
	I'd recommend Rocketship as a great place to work.	5.0	0.0
	Network communication structures and practices provide me with timely and r..	5.0	0.1
There is a climate of trust and teamwork across the network.	5.1	0.0	
Team Culture	I enjoy my day-to-day work.	5.6	0.0
	I have established strong friendships at Rocketship.	6.1	0.0
	I have the tools and resources to do my job well.	5.5	0.1
	I receive recognition or praise for my accomplishments.	5.5	0.0
	My opinions are valued at work.	5.6	0.1
	School/NeST leadership and staff communicate effectively with each other	5.3	0.3
	The people around me are committed to doing excellent work.	6.0	0.0
Grand Total		5.5	0.1

CA demonstrated high satisfaction in areas tied to **mission alignment, connection/ Friendships, and making a difference.**

Lower agreement for **sustainability/ work-life balance (4.4) and network communication structures (5.0).**



# CA Core Survey: DEI Strategy and Experience

CA staff agreed that **Rocketship has a DEI strategy** (5.7) and they have started to **self-reflect** on how it impacts their work (5.8).

CA scored below 5.0 in areas related to staff being on the receiving end and/or witnessing **bias and/or microaggressions**.

Category	Question (group)	Response*	YoY Change in Avg Rati..
DEI Strategy and Progress	I am aware of our organization's DEI goals.	5.7	0.0
	I have started to reflect on how components of DEI impact my work.	5.8	-0.1
	Our leaders prioritize DEI.	5.6	0.0
	Our organization has a diversity, equity, and inclusion (DEI) strategy.	5.8	0.0
	We have training that is connected to our DEI strategy and goals.	5.6	-0.2
Experiencing Diversity, Equity, and Inclusion	Career advancement is equally accessible for all.	5.4	0.1
	I am treated with respect and feel valued at Rocketship.	5.7	0.0
	I can show up to work as my full self.	5.6	0.0
	I feel like I belong at this organization.	5.6	0.1
	I have been on the receiving end of bias and/or microaggressions at this organi..	4.1	-1.1
	I have personally witnessed bias and/or microaggressions at our organization.	4.7	0.3
	If I feel excluded, Rocketship has systems in place to address the exclusion and..	5.1	0.1
	My colleagues invest time to get to know me as a person.	5.7	0.0
	Our culture respects individuals and values differences.	5.8	0.0
Our organization recognizes and eliminates exclusion.	5.4	-0.1	
Grand Total		5.5	-0.1



# CA Region: Survey Results by School

- **Nine out of 13 schools achieved a 5.5 or higher (goal is 5.5+).**
  - Schools with highest scores were especially strong in Team Culture and Cultural Awareness - Student Focus.
- **RSSP, RSK, and RRWC have the highest overall satisfaction** across CA schools (5.8 average score out of 7.0).
- **Reviewing school staff survey results in the context of staff satisfaction, retention, and manager effectiveness:**
  - **RFA** has the lowest overall satisfaction score (4.8 out of 7), driven especially by organizational culture questions related to: climate of trust, work/life balance, recommend Rocketship.
  - **RMS and RSA** have staff survey scores below a 5.5 and are also tracking to have projected retention for 23-24 < 70%.





# CA Region: Survey Results by Role

- Strong agreement and satisfaction in **Team Culture** for multiple role groups – emphasizing feelings of strong leadership communications, enablement, and recognition for accomplishments.
- CA did not meet the 80% goal for satisfaction in Organizational Culture for **BOMs and Gen Ed Teachers**. Areas of focus include network-staff communication structures, work/life balance, and overall recommend Rocketship as a great place to work.

Role (group)	Organizational Culture 2022-23				Team Culture 2022-23				DEI Strategy and Progress 2022-23			
	Respons..	YoY Change i..	% Agree	YoY Change	Respons..	YoY Change i..	% Agree	YoY Change	Respons..	YoY Change i..	% Agree	YoY Change
AP	5.3	0.2	75%	1%	6.0	0.4	93%	6%	5.1	-0.3	71%	-9%
BOM	4.7	0.2	55%	-12%	5.3	0.2	70%	-4%	5.2	0.2	72%	-1%
OM	5.3	-0.2	81%	1%	6.0	0.1	91%	5%	5.4	-0.4	84%	-8%
Principal	5.5	0.2	81%	9%	6.1	0.6	99%	19%	5.7	0.0	82%	-13%
General Education Teacher	5.0	-0.1	67%	-2%	5.5	0.1	80%	2%	5.6	-0.2	81%	-6%
ISE School Staff	5.2	0.0	73%	3%	5.6	0.0	83%	2%	5.6	-0.1	81%	3%
Ops Staff	5.9	0.0	87%	-4%	5.8	-0.1	84%	-6%	5.9	0.0	87%	-2%
Wellness and Related Serv..	5.4	-0.4	75%	-5%	5.4	-0.5	74%	-10%	5.7	0.0	83%	10%
al	5.2	0.0	73%	-1%	5.6	0.1	83%	1%	5.6	-0.1	82%	-3%



# CA Region: Survey Results by Race/Ethnicity

- Highest agreement in core survey areas for Latino/a/x staff and Multiple Race/Ethnicity categories (81%).
- Lowest agreement for staff who selected Multiple/Other subgroup (72-73%) and Black or African-American staff (75%) driven especially by questions related to experiencing DEI and Culture Awareness - Adult Focus.

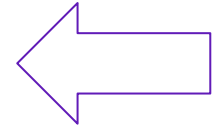
Race/Ethnicity (group)	2022-23												Grand Total	
	Organizational Culture		Team Culture		DEI Strategy and Progress		Experiencing Diversity, Equity, a..		Cultural Awareness - Adult Focus		Cultural Awareness - Student Focus			
	Respons..	% Agree	Respons..	% Agree	Respons..	% Agree	Respons..	% Agree	Respons..	% Agree	Respons..	% Agree	Respons..	% Agree
Asian, Native Hawaiian, or Pacific Islander	71%	5.8	84%	5.5	77%	5.4	71%	5.6	77%	5.7	84%	5.4	76%	
Black or African-American	77%	5.5	78%	5.4	74%	5.2	66%	5.3	70%	5.9	89%	5.4	75%	
Hispanic or Latino	81%	5.8	85%	5.7	84%	5.4	72%	5.8	85%	6.0	90%	5.7	81%	
MENASA (Middle Eastern, North African, Sou..	77%	5.6	86%	5.5	93%	4.9	61%	5.3	88%	5.6	88%	5.3	79%	
Multiple Selected	77%	5.9	89%	5.7	84%	5.3	73%	5.9	89%	6.1	93%	5.6	81%	
Multiple/Other	67%	5.5	79%	5.7	86%	5.1	67%	4.6	68%	5.4	78%	5.2	73%	
Null	66%	5.4	78%	5.5	80%	5.0	64%	5.5	77%	5.8	86%	5.2	72%	
White	70%	5.8	85%	5.7	81%	5.2	65%	5.7	82%	6.1	91%	5.5	76%	
Grand Total	74%	5.7	83%	5.6	82%	5.3	69%	5.7	81%	5.9	89%	5.5	78%	



# CA Region: Open Field Comment Summary of Themes

- Talent and CA regional leaders are reviewing open field comments in greater detail to inform the action planning process.

Type of Comment	% of Staff Comments	% of Leader Comments	% of Total Comments
Positive Culture	34.1%	27.3%	33.3%
Compensation	13.8%	30.9%	15.6%
Sustainability	12.5%	16.4%	12.9%
Communication	7.3%	7.3%	7.3%
Student Concerns	6.0%	1.8%	5.6%
Leadership	6.0%	1.8%	5.6%
Benefits	5.6%	5.5%	5.6%
General	5.8%	3.6%	5.6%
School Culture	5.6%	3.6%	5.4%
DEI	4.5%	10.9%	5.2%
Equity	3.2%	12.7%	4.2%
Support	3.4%	7.3%	3.9%
ISE	3.9%	1.8%	3.7%
PD	3.2%	5.5%	3.5%
Feeling Heard/Valued	2.6%	0.0%	2.3%
NeST Feedback	1.7%	5.5%	2.1%



# Priority Areas for Additional Review and Action Planning

## Discussion Questions:

- What areas of the survey resonated with you?
- What areas of focus in our deeper dive of the survey analysis will best address our goal of building an inclusive culture and staff retention?

## Initial Priority Areas for Additional Review and Action Planning:

- School focus areas: Org culture lower from 21-22; schools low in multiple areas including RFA
- Org Culture scores for Gen Ed Teachers and BOMs
- Topical focus areas:
  - Network / Region communications providing timely and relevant information
  - Sustainability and work/life mix
  - Compensation and benefits



# Action Planning and Next Steps

- **Team action planning:** Schools and the CA Regional team will review the survey feedback, debrief with staff, and engage in an action planning process by **March 3rd**
- **Region and organization-wide action planning:**
  - Throughout February, the Talent Team and CA leaders will review region and org-wide results and have follow-up discussions with stakeholders to have a deeper dive into key areas.
- **1 - 2 - 3 Action Plan:**
  - *One opportunity to focus on*
  - *Two things you can do about it*
  - *Commit to 3 dates you will discuss/review this area with stakeholders*

Date	Action Steps
February 6, Feb 27th	NET Debrief: Staff Survey debrief and review of action plans
Early March	National Board Meeting
March	Communications on Staff Survey next steps: Roundup, Thursday Reflection, etc.
By February 17th	School leadership team + DoS debrief survey results; strategize for whole school staff debrief in PPMs
By March 3rd	School staff/Nest Teams debrief and action plan template due



# Attendance & SARB



# The Reality of our Current School Year

		YTD Attendance	Chronic Absenteeism
CA San Jose	RBM	89%	32%
	RDP	86%	44%
	RFZ	89%	30%
	RLS	91%	33%
	RMS	90%	35%
	ROMO	93%	19%
	RRS	89%	33%
	RSA	90%	35%
	RSK	91%	28%
	RSSP	91%	32%

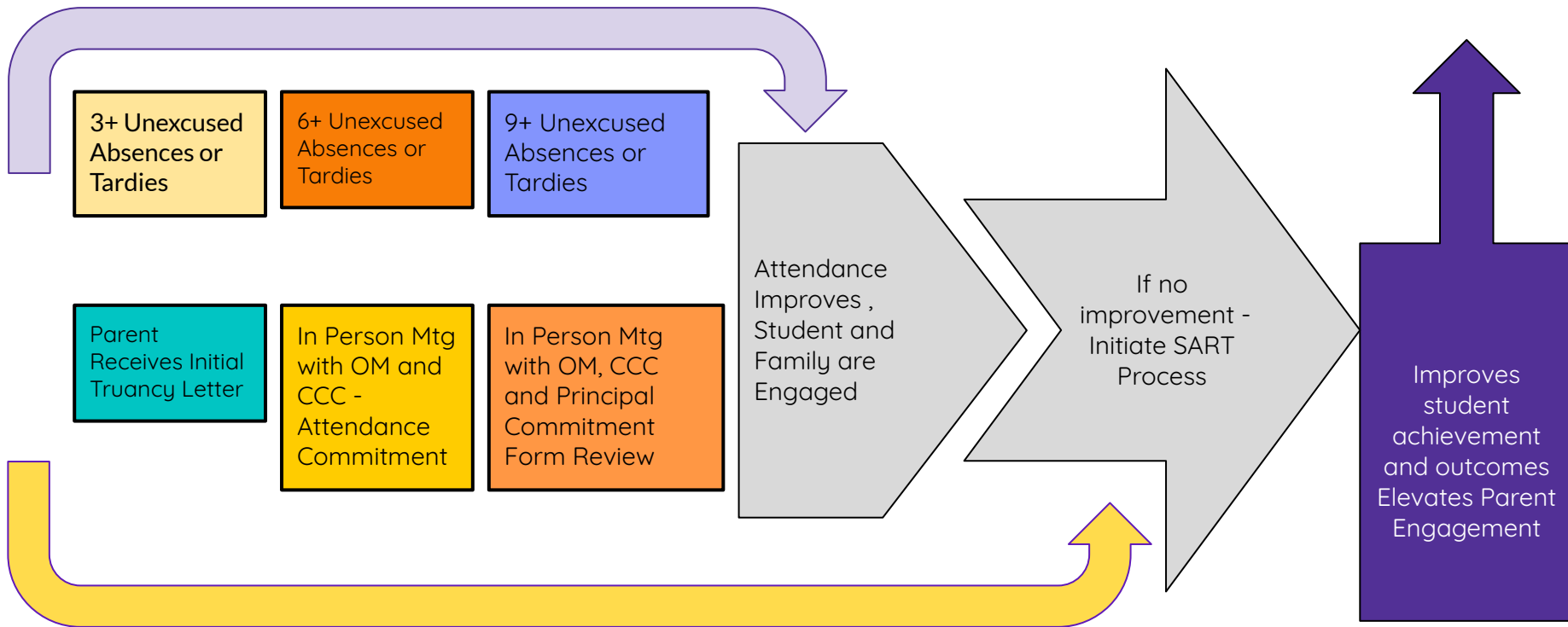
		YTD Attendance	Chronic Absenteeism
CA East B..	RDL	87%	45%
	RFA	89%	37%
	RRWC	89%	39%

## Metrics by School and Grade

		RBM	RDL	RDP	RFA	RFZ	RLS	RMS	ROMO	RRS	RRWC	RSA	RSK	RSSP
YTD Attendance	Pre..	80%	75%	79%	82%	79%	85%	82%		73%	82%	82%	84%	89%
	K	82%	82%	80%	88%	83%	90%	88%	90%	85%	87%	88%	89%	90%
	1st	87%	86%	85%	89%	91%	89%	90%	92%	89%	88%	90%	90%	88%
	2nd	88%	90%	88%	89%	90%	91%	90%	94%	91%	92%	90%	92%	91%
	3rd	94%	89%	90%	91%	92%	92%	92%	93%	92%	91%	92%	92%	93%
	4th	92%	90%	90%	92%	91%	91%	92%	96%	93%	90%	91%	92%	91%
	5th	95%	87%	86%	91%	89%	92%	92%	96%		89%	90%	93%	89%
All	89%	87%	86%	89%	89%	91%	90%	93%	89%	89%	90%	91%	91%	
Chronic Absenteeism	Pre..	52%	67%	68%	41%	57%	52%	50%		53%	48%	50%	38%	37%
	K	49%	57%	51%	46%	47%	43%	48%	34%	41%	49%	39%	41%	34%
	1st	40%	37%	59%	35%	21%	41%	36%	22%	33%	51%	37%	32%	33%
	2nd	31%	36%	41%	35%	29%	32%	34%	17%	31%	29%	31%	25%	34%
	3rd	15%	44%	32%	36%	20%	27%	27%	16%	29%	28%	33%	21%	15%
	4th	27%	40%	36%	31%	23%	23%	32%	7%	22%	33%	31%	22%	35%
	5th	20%	50%	44%	40%	30%	31%	25%	10%		37%	33%	21%	41%
All	32%	45%	44%	37%	30%	33%	35%	19%	33%	39%	35%	28%	32%	

**Definition:** The California Legislature defined a truant in very precise language. In summary, it states that a student missing more than 30 minutes of instruction without an excuse three times during the school year must be classified as a truant and reported to the proper school authority.

# Truancy Process



Attendance escalation process is followed with fidelity and in service to the overall goal of regular student attendance.

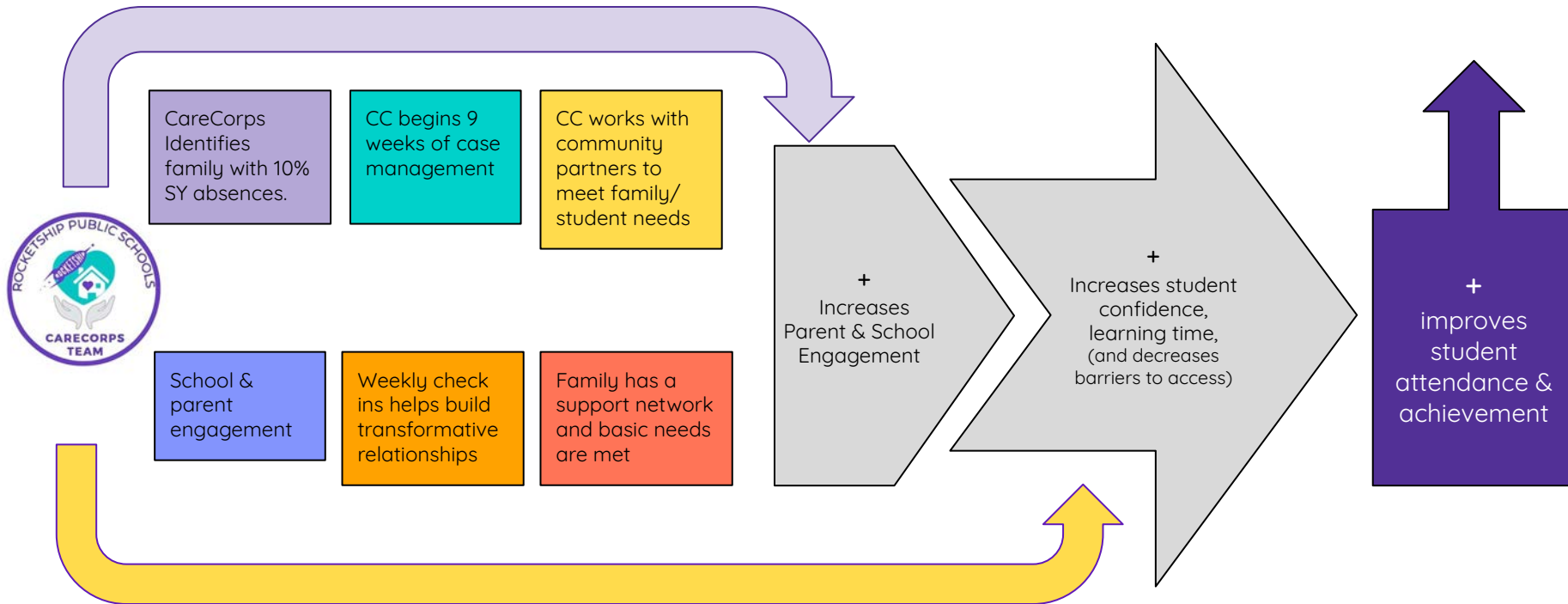




## Chronically Absent Definition

Students are considered chronically absent if they are absent at least 10 percent of the instructional days that they were enrolled to attend in a school.

# Chronic Absenteeism Impact Pathway



**Why?** We have learned that student attendance is impacted by many factors including unmet basic needs, transportation, etc. For this reason, we prioritize wrap-around services and resources for our families.



# School Attendance Review Team (SART)



## *SART Definition*

School Attendance Review Team (SART) is a school-based team composed of School Leader(s), Teacher(s), CareCorp Coordinator, Wellness Team, ISE (as needed) dedicated to addressing and supporting families experiencing escalated attendance issues.

## School Site Based Team

P, OM, CCC, Teacher (ISE\*, WC\* & CBO)

- **SART Level 1**

- SART Meeting held
  - Supports Identified
  - Attendance commitments signed
  - A preview of the SARB process and DA prosecution process are clear

- **SART Level 2**

- School Site SART Panels meet and review attendance commitments
- Family assigned to workshops



# School Attendance Review Board (SARB)



School Attendance Review Board serves as the final escalation phase for habitually truant and chronically absent families. The focus of the SARB process is to ensure the family is clear on expectations and consequences of not meeting attendance expectations and commitments. For example, risk of retention, DA referral, etc.

## Regional Base Team

AD of School Supports, AD of Care Corps, Director of Schools

- **SARB Meeting (Level 1)**

- Reviews SART referral
- DA Preview of Care Court
- Parent commits to:
  - 9 weeks of Case Management
  - Parent workshops
  - Attendance improvement plan

- **SARB Meeting (Level 2)**

- **Possible DA referral**



# Timeline and Next Steps

- Schools to pilot the new SART/SARB Process (February- June)
  - ROMO
  - RDP
  - RDL
  - RSA
  - RBM
- Review data and learnings to perfect our strategy.
- Provide professional development for staff on using academic & attendance data to have meaningful conversations with parents at every touch point.
- Continue to pursue partnership with Santa Clara County District Attorney's office for parent support and accountability.
- Streamline processes at a regional level and create resource handbook for all schools.
- Develop a strong communication strategy to educate the RPS community.
- Train all staff during the summer and launch for 23-24 SY

