



Thursday, May 8, 2025
Rocketship Public Schools Achievement Committee (2024-25 Q4)

Meeting Time: 2:00pm

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

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

1221 Oriental Gardens Rd, Jacksonville, FL 32207

3290 N. 44th St, Milwaukee WI 53216

326 Leslie Way, LA, CA 90042

2066 Cowden Ave, Memphis TN 38104

1. Opening Items

A. Call to order

B. Public comment on off-agenda items

2. Consent Items

A. Approve minutes from February 11, 2025 Achievement Committee meeting

3. Agenda Items

A. Mission Moment

B. 2025-26 Annual Plan Review

C. 2025-26 School Compensation Updates

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.

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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 (2024-25 Q3) (Tuesday, February 11, 2025)

Generated by Cristina Vasquez on Tuesday, February 11, 2025

1. Opening Items

A. Call to order

At 1:32pm, Mr. Velasco took roll call. With a quorum of committee members present, Mr. Velasco called the meeting to order.

Present: Michelle Mercado, Deborah McGriff, Malka Borrego, Daniel Velasco

Absent: Rajen Sheth

B. Public comment on off-agenda items

At 1:33pm, Mr. Velasco called for public comment on off-agenda items. No members of the public provided comment.

2. Consent Items

A. Approve minutes from November 12, 2024 Achievement Committee meeting

At 1:34pm, a motion to approve consent items was made by Mr. Velasco, seconded by Ms. Borrego, and carried unanimously by roll call vote.

Y: Michelle Mercado, Deborah McGriff, Malka Borrego, Daniel Velasco

N: --

Abstain: -

3. Agenda Items

A. Organizational Health Dashboard Review

At 1:35pm, the committee discussed agenda item 3(A). No action was taken.

B. 2024-25 Mid-Year NWEA Data and Response

At 1:41pm, the committee discussed agenda item 3(B). No action was taken.

At 1:47pm, Rajen Sheth joined the meeting.

C. Teacher Residency Program Update

At 2:25pm, the committee discussed agenda item 3(C). No action was taken.

4. Adjourn

At 2:38pm, a motion to adjourn the meeting was made by Mr. Velasco, seconded by Ms. Mercado, and carried unanimously by roll call vote.

Y: Michelle Mercado, Deborah McGriff, Malka Borrego, Daniel Velasco, Rajen Sheth

N: --

Abstain: --

Q4 Rocketship Public Schools Achievement Committee Meeting

May 8, 2025



Agenda

1. Opening Items

A. Call to order

B. Public comment on off-agenda items

2. Consent Items

A. Approve minutes from February 11, 2025
Achievement Committee meeting

3. Agenda Items

A. Mission Moment

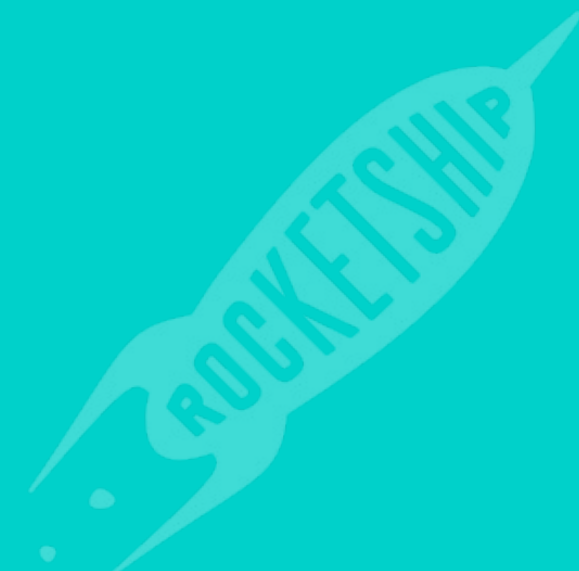
B. 2025-26 Annual Plan Review

C. 2025-26 School Compensation Updates

4. Adjourn



Public Comment



Mission Moment



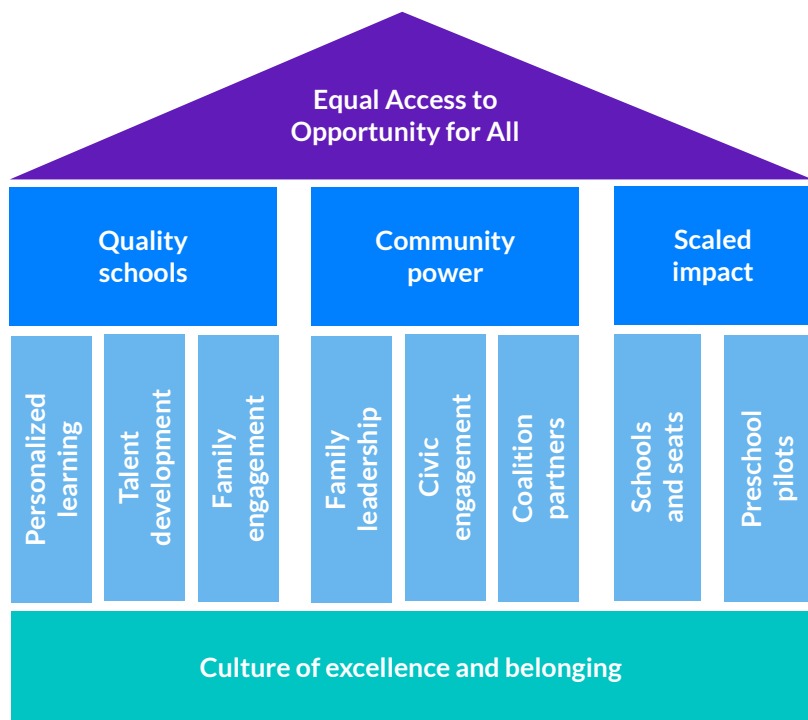
Rocketeers Present at Google x YouTube



SY25-26 Annual Plan



Reminder: Our 5-year strategic plan identifies multi-year priorities that drive towards our levers and enablers while annual planning is focused on one-year



Aspiration – the north star, the impact we are aiming to have

Levers – the objectives we will focus on in the next 5-years to reach our aspiration

Activities – focus areas that we believe drive the above Levers

Enablers – foundational components that make the Activities, Levers, and Aspiration possible

Priorities – the specific actions (annual or multi-year) that we are driving on to operationalize the above Activities



Reminder: Everything we do is rooted in our 5-year strategic plan goals

	Metric	Network-wide	CA	WI	TN	DC
Quality Schools	▪ Rocketeers are on track* for success to/thru college	55%	60%	35%	50%	40%
	▪ Rocketeers enrolled 3+ years on track in reading for success to/thru college	60%	65%	42%	55%	48%
Community Power	▪ Community Power composite score	95%	To be determined			
Scaled Impact	▪ Lifetime Rocketeers served	44,000	27,500	3,000	7,000	4,000
Culture of excellence & belonging	▪ Net Promoter Score	30	30	30	30	30

* 67th %ile on NWEA mAP



Reminder: Our Year 2 goals are set to stay on track toward our 5-year goals

	Metric	Network-wide	CA	WI	TN	DC
Quality Schools	▪ Rocketeers are on track* for success to/thru college	44%	48%	30%	41%	29%
	▪ Rocketeers enrolled 3+ years on track in reading for success to/thru college	47%	54%	35%	43%	40%
Community Power	▪ Community Power composite score	85%	To be determined			
Scaled Impact	▪ Lifetime Rocketeers served	36,500	24,800	2,450	5,300	3,100
Culture of excellence & belonging	▪ Net Promoter Score	15	15	15	15	15

* 67th %ile on NWEA MAP



Rocketship Core Model Context Setting



Reflecting on Regionalization

- In 2020, we launched an **effort to restructure our organization** to support our next phase of impact, which led to the introduction of the Executive Director role in our regions, the formation of our Network Executive Team and a new structure for Rocketship - not as tightly held centrally.
- Our intent was to **open the next frontier of excellence through equity, collaboration, and agency** by opening the power structure of our network to create greater agency and accountability in regions and improve efficacy and focus of network support.
- At NLC in 2021, we evaluated [four different org structures](#) and **landed on “strategic controller”** as the optimal structure for our next phase of impact.
- But we **failed to clearly codify key programmatic practices** that regions are required to adopt, which meant **everything was subject to IRDP**.
- We also **did not have a way to ensure accountability** across all regions and at national.
- We **lacked codified models/playbooks** to set up regional and national teams for success.



Learnings

- Rocketship is a **learning organization**.
- We are at our best when we operate as **ONE NETWORK**.
- We learned valuable lessons and knowledge—even if hard and painful. The ‘richness’ in that experience is how we integrate it back in and how it makes us stronger. **Lesson is to continue to ideate, prototype, and test.**
- We **must define and align on what we mean by our core model** (school, operating and regional) across all functions, codify it, and scaffold it with onboarding, professional development, and evaluation structures.
- We still **need a structure that enables regions to adapt** to their local needs and catalyze impact.



Rocketship’s Core Model

What: The foundational framework that guides our network’s operations, ensuring national and regional consistency, and alignment with our strategic objectives

- Core School Model + Core Operating Models + Core Regional Model
- Each model identifies the core practices, guiding beliefs and a practice description. The “core practices” are non-negotiable, standard operating procedures across the Rocketship network. The “good practices” will have some variability across the network, depending on the unique context of each Rocketship region.
- We have worked to get the [benefits of both poles \(Regional and National\) without the downsides of over-focusing on either](#).
- Core model is a framework / management tool; it is not a substitute for working together to solve problems.

Objectives of Annual Planning process

Align on priorities for the upcoming year that track towards our 5-year Strategic Plan objectives

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

Include stakeholders (Board, NET, NeST and school leaders) in the process in a genuine yet efficient way

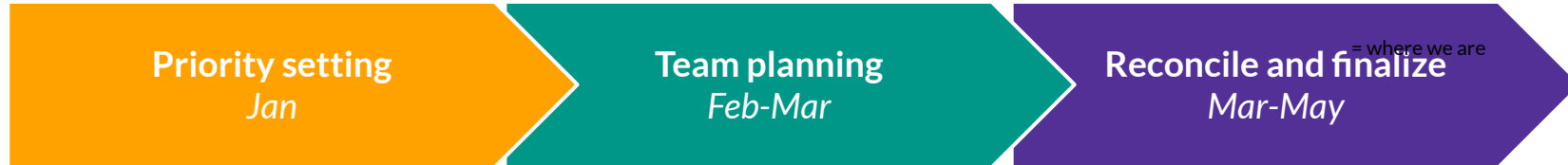
Ultimately, receive Board budget approval at the May board meeting

A few key changes for this year's 2025-26 annual planning

	From	To
Building off the strategic plan	<ul style="list-style-type: none">• Annual planning each year on a one-year basis• Priority-setting from the ground up	<ul style="list-style-type: none">• Annual planning tracking towards the 5-year strategic plan• Streamlined priority-setting based on existing priorities and progress against Year 1 and 2
Elevating regions	<ul style="list-style-type: none">• National priority-setting first, regional second, often after functional plans set• Annual Planning Workgroup comprised of national board members only	<ul style="list-style-type: none">• National and regional priority-setting at the same time upfront• Annual Planning Workgroup comprised of both national and regional board members
Orienting planning around goals	<ul style="list-style-type: none">• Planning oriented around National and each Region; done separately and often misaligned	<ul style="list-style-type: none">• National and all regions coming together to plan oriented around goals, setting a <u>collective</u> strategy



Annual planning timeline



Objectives

- Set national and regional priorities to inform team plans
- Determine team focus areas and build team budgets
- Compile single plan and budget for Board approval

Activities and Milestones

- Review 25-26 revenue and financials
- Assess status against strategic plan; propose refined 25-26 priorities
- **Jan 14-15 NET:** Align on National and Regional priorities
- **Jan 23:** Subgroup check-in #1
- **Feb 4-5 NLC:** Share out priorities and financial overview
- Implement training on team planning
- **Feb 24-Mar 7:** Team priority setting
- Provide feedback to teams; refine as needed
- **Mar:** Subgroup check-in #2
- Set team budget targets
- **Apr 21-30:** Team budgeting
- Roll-up all plans and budgets
- **May 5 NET:** Finalize annual plan and budget
- **May 9:** Subgroup check-in #3
- **May 28+:** Regional and National board meetings



Program Team priorities

■ Quality
 ■ Comm. Power
 ■ Scaled Impact
 ■ Culture

Priority Name	Actions (Inputs)	Success measures/OHD metrics (Outputs)	Key teams whose support is required for this priority
Curriculum Adoption	<ul style="list-style-type: none"> Collaborate with CA and TN regional teams to support implementation of CKLA Integrated (training, coaching, etc.) Continue to refine internally-created professional development to support implementation of CKLA Skills, Knowledge, and Integrated 	<ul style="list-style-type: none"> Improved Program Implementation Year Round NWEA Reading Metrics CKLA EoU Assessments State Test Metrics 	<ul style="list-style-type: none"> NWEA Reading Metrics CKLA EoU Assessments State Test Metrics
Enhance Guided Reading Instruction**	<ul style="list-style-type: none"> Continue to refine internally-created professional development to support implementation of guided reading Refine progress monitoring resources and guidance so students have consistent access to their guided reading level, and adopt F&P as the progress monitoring tool Create additional novel studies for use in grades 2-5 with aligned non-fiction resources 	<ul style="list-style-type: none"> DIBELS Performance NWEA Reading Metrics At least 5 new novel studies released by 26-27 summer teacher PD 	<ul style="list-style-type: none"> NWEA Reading Metrics CKLA EoU Assessments State Test Metrics
Reinvest and strengthen practices for Family Partnership Hours**	<ul style="list-style-type: none"> Refine and train on the vision for partnership hours Collaborate with PL on ensuring FPH training is accounted for in SL development Refine partnership hour activity menu Drive on Family Calendars in each region (finalized during Summer SLL) Bring visibility to data and progress for regional and national leadership 	<ul style="list-style-type: none"> 90% families achieve 20 FPHs 	<ul style="list-style-type: none"> % PPH Goal Met % Chronic Absenteeism % Home Visits % of Rocketeers meet NWEA Reading/Math Tiered Growth
Strengthen Onboarding Resources**	<ul style="list-style-type: none"> Collaborate with Talent on onboarding vision and implementation Focus on New APs for role specific onboarding/development 	<ul style="list-style-type: none"> Teacher band movement Retention of APs Pipeline from AP to P 	<ul style="list-style-type: none"> NPS & MFS % teachers retained



Talent Team priorities



Quality



Comm.
Power



Scaled
Impact



Culture

Priority Name	Actions (Inputs)	Success measures/OHD metrics (Outputs)	Key teams whose support is required for this priority
Talent Development & Career Pathways	<ul style="list-style-type: none"> Support Y1 implementation of Rocketship's talent architecture for NeST by ensuring clear communication, training, and effective change management. Collaborate with Talent Development on the implementation of career pathways / progressions resources and strategies in support of retention. 	<ul style="list-style-type: none"> Talent arch tools in use for evals, talent review, pathways Staff survey career pathways and growth NPS scores NeST retention and NPS 	<ul style="list-style-type: none"> NET Finance MarComms
High Performer Retention	<ul style="list-style-type: none"> Support retention of top performers through deeper understanding and application of insights from interviews and surveys. Partner with Talent Development, NET, School and Regional Leader 	<ul style="list-style-type: none"> 80% overall staff retention (org goal) Analysis of high performer engagement drivers Tracker of HR recommendations to support retention drivers 	<ul style="list-style-type: none"> NET School and Regional Leaders
Professional Development	<ul style="list-style-type: none"> Create PD structure for schools, regions and NeST teams, focusing on deepening their understanding of educational concerns and equipping them with strategies rooted in targeted universalism to address and transform these challenges. Collaborate with the Program Team to integrate principles of targeted universalism into staff development, ensuring that all students benefit while providing focused support where needed. 	<ul style="list-style-type: none"> 20% improvement in understanding of equity gaps and systemic issues by the end of the PD program. Targeted Universalism strategies across schools and regions, with 80% of educators reporting consistent application 	<ul style="list-style-type: none"> Program MarComms Legal
Systems Integration	<ul style="list-style-type: none"> Integrate and Refine Lever and Workday systems to add efficiencies to the pre-boarding process. Eliminate roadblocks for hiring managers, new hires and other staff involved in this process. Collaborate with IT 	<p>Workday/Levers systems are integrated, eliminating inefficient processes between both systems.</p> <p>Equifax and Workday integrated, eliminating steps for new hires and increasing compliance with federal law.</p>	<ul style="list-style-type: none"> IT Finance
Onboarding	<ul style="list-style-type: none"> Enhance onboarding supports to support managers and staff in their development and outcomes Partner with Program, Talent Development, and Leaders to define and implement coaching best practices throughout NeST and schools 	<ul style="list-style-type: none"> Stepback with Program Team Codify onboarding revamp roadmap Establish onboarding work group 	<ul style="list-style-type: none"> Program School and Regional Leaders

Quality Schools: SY25-26 Priorities

Network priorities Target strategies and milestones

Curriculum adoption and best practices

- Focus on ELA
- Deprioritize science curriculum adoption; instead, understand how science fits into model (staffing, time block, etc)
- Get more disciplined on impact of programs and define smarter strategy on what programs are worth investing in (Ignite, Paloma)

Instructional talent development and retention

- Drive for Five - retention of Principals
- Onboarding for all new to RPS employees
- Teacher credentialing and pathways to support the credentialing (ex: MLL)
- Build coherence across multiple internal programs (rising teachers, rising leaders, rising principals) and continue to further differentiate professional learning, esp for APs

Family Engagement

- Provide menu of activities and related guide to re-engage families on a monthly cadence for 90% parents to achieve 20 PPHs
- Standardize RPS RC in each region to include power standards and family-friendly guides; provide training/development to Ts and SLs on how to lead an effective FTC
- Provide training, guidance and resources to support with conversations with families

Info systems

- **Stay the course** with focus on academic data systems and pursue philanthropy to fully implement internal data warehouse & systems

At last Ach Com., reviewed Quality Schools Priorities

Regions have added nuance based on 1) regional requirements, and 2) local opportunities or barriers to executing these strategies successfully



Culture of excellence and belonging: SY25-26 Priorities

Net Promoter
Score

	Y2 goal	Priorities	Target accomplishments and milestones
National / network-wide	15	<ul style="list-style-type: none"> Core model and alignment People development 	<ul style="list-style-type: none"> Prioritize, finalize, and socialize “core model” across the organization, implement with fidelity, revisit and refine as needed Improve the annual planning and alignment process Resource Knowledge Management Implement top 3 action plans in response to team surveys and eNPS
CA	15	<ul style="list-style-type: none"> People development Core model 	<ul style="list-style-type: none"> Continue responding to feedback, driving on 1:1s, and people development Elevate core more and drive on socialization/implementation
WI	15	<ul style="list-style-type: none"> People development Core model 	<ul style="list-style-type: none"> Focus on building differentiated PD/coaching for tiers of Ts and SLs Elevate core more and drive on socialization/implementation
TN	15	<ul style="list-style-type: none"> People development Core model 	<ul style="list-style-type: none"> Drive on high quality PD and 1:1s Elevate core more and drive on socialization/implementation
DC	15	<ul style="list-style-type: none"> People development Core model 	<ul style="list-style-type: none"> Drive on high quality PD and 1:1s Introduce core more and drive on socialization/implementation



Since our last update, we have engaged in rigorous problem-solving and syndication to build confidence and trust in the annual plan

Org-wide feedback



We solicited feedback from at the NLC (60+ leaders), and conducted huddles with key school stakeholder groups (School Leaders, Business Operations Managers, Office Managers)

Team plan development



Once National and Regional org priorities were set, each team developed team plans that were aligned to the org-wide priorities

NET alignment



There has been dedicated NET time at NLT meetings, RLT meetings, and NET offsites, to review, stress test, and stack-hands as OneNeST on org-wide and team priorities



Synergy between National and Regional Priorities

	Quality Schools	Culture of excellence & belonging	Scaled Impact	Community Power
National	<ul style="list-style-type: none"> Curriculum adoption Instructional talent development and retention Family engagement 	<ul style="list-style-type: none"> Core model and alignment People development 	<ul style="list-style-type: none"> Meet/exceed enrollment targets Regional growth and new region exploration 	<ul style="list-style-type: none"> Family leadership systems and structures Pause national investment in function
CA	<ul style="list-style-type: none"> Strengthen Personalized Learning Practices Elevate Family Partnership 	<ul style="list-style-type: none"> Drive on 1:1s and people development Elevate and socialize core model 	<ul style="list-style-type: none"> Meet/exceed enrollment targets New region exploration in OC 	<ul style="list-style-type: none"> Parent leadership & public actions for renewals
WI	<ul style="list-style-type: none"> Elevate Literacy Achievement Elevate Family Partnership 	<ul style="list-style-type: none"> Differentiated PD/coaching for tiers of Ts and SLs Elevate and socialize core model 	<ul style="list-style-type: none"> Meet/exceed enrollment targets Regional growth WI3 	<ul style="list-style-type: none"> Define community power strategy and reporting structure
TN	<ul style="list-style-type: none"> Build Literacy Instructional Coherence Targeted Focus School Support 	<ul style="list-style-type: none"> Drive on high quality PD and 1:1s Elevate and socialize core model 	<ul style="list-style-type: none"> Meet/exceed enrollment targets Regional growth TN4 & TN5 	<ul style="list-style-type: none"> Parent leadership & public actions for renewals
DC	<ul style="list-style-type: none"> Strengthen Programmatic Excellence Elevate Adult Coaching and Development 	<ul style="list-style-type: none"> Drive on high quality PD and 1:1s Elevate and socialize core model 	<ul style="list-style-type: none"> Meet/exceed enrollment targets Regional growth exploration ECE 	<ul style="list-style-type: none"> Hire EO Develop parent leadership approach



Project Planning Priorities [inputs]

STEM					
Component	Details	Owner	Collaborators	Deadline	Status
PRIORITY ▼	Integrated Science Program	Kevin			
Initiative ▼	Independent/cross-curricular science learning & assessment strategy	Kevin			
Deliverable ▼	Resources and training in use of IXL and instructional videos	Kevin			
Action Item ▼	Investigate Clever "page"/"tile" for video and IXL skill direction (direct to Ss)	Kevin	PLI	3/11/25	Complete ▼
Action Item ▼	Test (w/ adults) Clever tiles	Kevin	PLI	4/25/25	
Action Item ▼	Collect feedback from staff supporting students with IXL science to inform resources/training	Kevin		4/25/25	
Deliverable ▼	Alignment documentation for when science is address in CKLA integrated (v2 and v3)	Kevin		6/20	
Action Item ▼	Review and understand CKLA integrated (focus on G3-G5) to identify science content (and the extent to which) it is addressed	Kevin		5/30	
Action Item ▼	Add recommendations to adjust pacing calendar of science content to coincide with CKLA	Kevin		6/13	
Deliverable ▼	Interim & NWEA analysis connected to state assessments	Kevin			
Action Item ▼	Review data and develop understanding of performance on Interim and NWEA science assessments	Kevin		5/2	
Action Item ▼	Identify connections, and correlations, of Interims and NWEA science with State science assessments	Kevin	Analytics	8/29	
Initiative ▼	Effective implementation of integrated science strategy	Kevin			
Deliverable ▼	Share feedback and align on next steps to ensure regional/SL support & coaching is actionable and appropriate	Kevin	Regional partners SL's coaching science	11/19	
Action Item ▼	Visit and provide feedback, coaching for all science ECCs/Ts (FALL)	Kevin	SLs coaching science	11/19	
Action Item ▼	Visit and provide feedback, coaching for all science ECCs/Ts (Winter)	Kevin	SLs coaching science	2/6	

Program team is project mapping each of the priorities to identify the related initiatives, deliverables and action items. These are the key inputs that we believe will drive the outcomes.

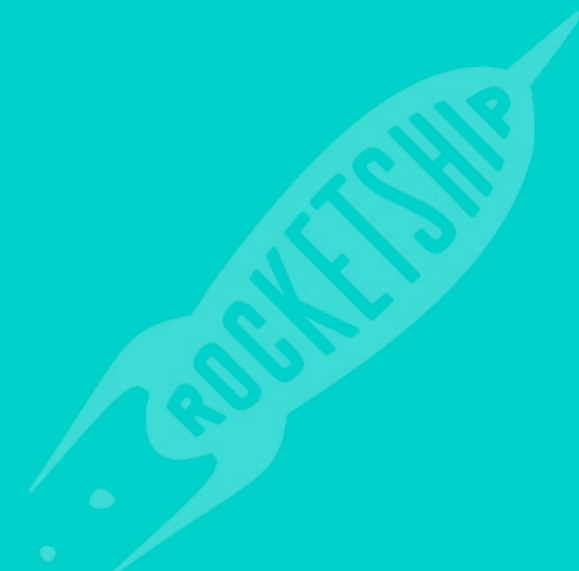
OHD and RHD Quality Schools Sample [outcomes]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD
			2																										
Strategic Lever: Quality Schools			Goal 1: By 2028-29, 55% of all Rocketeers are performing at the 67th percentile on NWEA Reading/Math Goal 2: By 2028-29, 60% of Rocketeers enrolled for 3 or more years are performing at the 67th percentile on NWEA Reading																										
Activity: Personalized Learning			A coherent and targeted approach to student learning experiences across core, supplemental and interventional programming and daily use of formative data to facilitate students' ability to make accelerated growth towards mastery of grade level standards.																										

- In the organizational health dashboard, we are tracking progress on the key metrics by each quarter.
- Regional health dashboards reflect these metrics as well
- Program team will review both OHD/RHD on a quarterly basis, and formative assessments on a monthly basis, to make any adjustments to resources, PD and support



SY25-26 Annual Plan: Resourcing towards the Annual Plan



National and Regional Investments in Regions

Region	Supports from across National Teams	Other Supports
CA	<ul style="list-style-type: none"> • Kennycia Hairston still balancing national and regional role (ISE) • Sam continue support in CA 	<ul style="list-style-type: none"> • Continue suite of supports form this year (1:1 tutoring, external coaching)
DC	<ul style="list-style-type: none"> • Eric Neumann supporting DC • Kristy Ochs allocated to DC at 80% (from CSGF ABC grant) • Vanessa Barry supporting enrollment 	<ul style="list-style-type: none"> • Strategy team project managing DC key action items • Investing in 1:1 reading tutoring program
MKE	<ul style="list-style-type: none"> • Sam continue support in MKE • Carlos supporting enrollment 	<ul style="list-style-type: none"> • Exploring DoS coaching
TN	<ul style="list-style-type: none"> • Hired former CA DoS • Eric Neumann supporting TN 	<ul style="list-style-type: none"> • Secured grant for additional coaching/ development • Exploring DoS coaching
National	<ul style="list-style-type: none"> • Kristy Ochs hired (CSGF ABC grant) • Eric Neumann as VP, East Coast 	<ul style="list-style-type: none"> • Dedicated funds to transition SZ data • Hired +1 for tech support • Improved visualizations in JetPackED; adding IXL • Exploring Schoolytics

Defining Success for 2025 Budgets

Our goal is for each Rocketship school to break even on public dollars in 2025-26.

Why: Our vision to be sustainable on public revenue makes us more resilient, more scalable, and proves what's possible.

Our goal for the budgeting process is for school leadership teams, regional leaders, and board members to understand the inputs that lead to our budgets, understand the levers available to us, and **collectively** make the best decisions we can, with the information we have.

We will judge success by the completion of high-quality school budgets on time, by receiving approval from our boards, and by the feedback we receive from school and regional leaders.

Background and Context: 2024-25

- In the current year, many of our school budgets were built *backwards*:
 - “What is the enrollment we need to afford the spending we have?”
- As a result, many of our enrollment goals retroactively seem out of reach
- Additionally - in our desire to maximize overall enrollment, we sometimes created challenging cohort sizes
 - eg enrolling *just enough* students to trigger a 3R, rather than pause at a more efficient fully-enrolled 2R cohort.
- This year, we want to take a different approach:
 - “What is the spending I can afford with the enrollment I can realistically expect?”
 - “What is the right number of students in each grade level to optimize the staffing I have?”

First Step: Modeling Enrollment

Our analytics and recruitment teams reviewed potential enrollment school-by-school and grade-by-grade at each campus using a number of factors:

1. Trends in application data
2. Trends in re-enrollment and attrition
3. Neighborhood population trends

Combining that data, we settled on a predicted enrollment for each school.

Working with the program team, we then reviewed that predicted enrollment and made small adjustments up or down to reflect efficient cohorts that optimize our resources for our Rocketeers



How We Modeled Enrollment: One example.

	actual enrollment 2021-2022	actual enrollment 2022-2023	actual enrollment 2023-2024		actual enrollment 2024-2025	25-26 analytics model projection	Initial Enrollment Target
Grade	2021	2022	2023	24-25 BSP	2024		
Pre-K	23	27	40	93	67	45	80
K	110	105	93	100	76	120	95
1st	111	103	101	100	84	78	72
2nd	112	92	91	84	72	72	78
3rd	99	97	96	75	70	67	78
4th	81	86	90	84	77	63	60
5th	44	66	80	84	81	69	67
Total	580	576	591	620	527	514	530

This school, “Rocketship X” has seen a recent decline in its enrollment overall after a steady recent past.

While we hope enrollment bounces back, because RSX has shown consistent declines in cohort size year-over-year, we don’t want to bet on huge backfill numbers.

As a result, our initial budget will be built around 530 students at RSX with opportunity to outperform.

Enrollment Projections for 2025-26

Region	21-22 Actual	22-23 Actual	23-24 Actual	24-25 Budget	24-25 Actual	25-26 Budget
CA	6,558	6,495	6,375	6,560	6,143	6,126
DC	1,534	1,479	1,358	1,430	1,189	1,315
TN	1,032	1,345	1,421	1,440	1,408	1,545
WI	718	702	635	783	718	962

Enrollment Highlights:

- CA: Projecting small decline overall
- DC: Projecting recovery in K/1st grade, other grades flat
- TN: Growth from addition of 5th grade at RDCP and RUA
- WI: Projecting minor growth at RTP/RSCP plus addition of WI-3

How Enrollment Leads to Staffing

Teachers & ILSes								
# Students (PK-K)	# Students (1-5)	Model	Math Teachers	ELA Teachers	SC Teachers	ILS/Tutors	Classroom Assistants (PK only)	Total Teachers
<25	<30	1SC	0	0	1	0	1	1
26-50	31-60	2R	1	1	0	0	2	2
51-75	61-90	3R	1	2	0	0	3	3
76-100	91-120	4R	1	2	0	1	4	3

Working with the Program team, we reviewed each grade level staffing to identify the correct rotational model for our enrollment target.

From there, we used a standard approach to staffing each cohort.

As we know - 4R's are easy.

With smaller campuses, the Program Team looked holistically at cohorts and recommended tweaks.

National Budgeting Supports to Regions

- National finance team generated initial baseline budgets in January using enrollment targets and core staffing model as a starting point.
- National, regional and school leaders reviewed budget models throughout the spring, modifying staffing and non-compensation assumptions.
- Baseline budgets shifted through the spring as new information became available on public policy and revenue, compensation and benefits costs, and updated enrollment estimates. We used a contingency line item to moderate the effects of those shifts on schools (trying to avoid the roller coaster).
- Final regional and NeST team budget changes are due at the end of April to enable board presentations beginning in May and final approval in June.

Regional Budget Status (4/30/25):

All four regions and the national NeST are tracking towards break-even or modest surplus:

California: Overall surplus of 2.5mm (about 2% of revenue). Prioritizing allocation of shared expenses to balance surpluses so that all schools are break-even or better.

DC: Overall projected surplus of \$500,000 (about 1.2% of revenue). Enrollment remains a risk but we've identified ~\$600,000 of expenses that could be reduced to offset enrollment risk.

TN: Tracking towards an overall break even. Hardest hit region by ESSER (overall per pupil revenue is down ~\$3,500 per pupil in two years) requires transition to a leaner model.

WI: Tracking towards a \$100,000 surplus (about 1% of revenue). Addition of WI-3 requires about \$250,000 in dedicated school fundraising to reach breakeven.

25-26 School Compensation Updates: National Board Overview



Rocketship: Our Vision for a Great Place to Work



Mission

- Daily work connects to eliminating the achievement gap
- Opportunity to connect in meaningful ways with Rocketship students and families

Total Compensation & Benefits

- Current pay is competitive
- Opportunity and time horizon to increase pay
- Benefits support sustainability, health and well-being for employee and family

























Working Environment

- Congenial place to work where people feel valued
- School safety, school culture, work hours, and flexibility work for employees
- Effective leadership at school and NeST level
- Inclusive environment that is respectful of all employees

Professional Growth

- Opportunity to pursue mastery and sharpen professional skills
- Opportunities to increase influence, autonomy, and responsibility
- Diverse and compelling career pathways available

Rocketship 25-26 Compensation Investments

Investment	Rationale	TN	WI	CA	DC
Teacher Band System	Rewards teachers for their contributions to student growth; more competitive comp structure earlier in career.				
Performance pay for school leaders and hourly up to 5%	Competitive increases in recognition of student and school impact.				
Principal retention incentives at Y3 and Y5	Recognizes Principals for their tremendous impact in schools; supports retention for sustained results				
Teacher scale increases	Ensures Rocketship maintains the 75th percentile and/or above surrounding district.				
Hourly scale increases	Maintains competitive compensation based on market benchmarking.				
School leader scale increases	Maintains competitive compensation based on market benchmarking.	 AP	 AP	 AP	
Stipends for hard-to-fill teacher roles and/or advanced credentials.	Supports teacher retention; market competitiveness for targeted roles				



Rocketship is proud to continue to offer competitive health benefits that support employee choice and wellness

Rocketship continues to offer competitive and comprehensive health benefits for our employees.

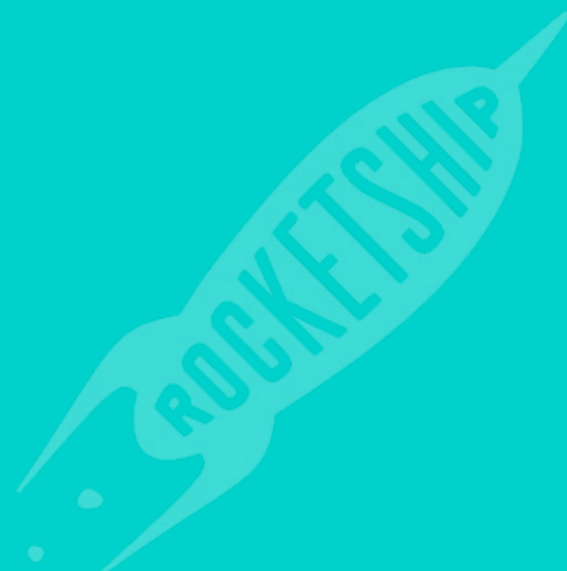
- **Rocketship maintained our core medical plans** (Kaiser HMO, Cigna HSA, PPO, or OAPIN)
- **We kept a competitive cost share for employees**, with Rocketship covering 80% of health costs. Plans will see a slight increase in premiums for both Cigna and Kaiser which is consistent with the market.

Rocketship is pleased to offer additional benefits and incentives for our employees to support retention and in response to feedback.

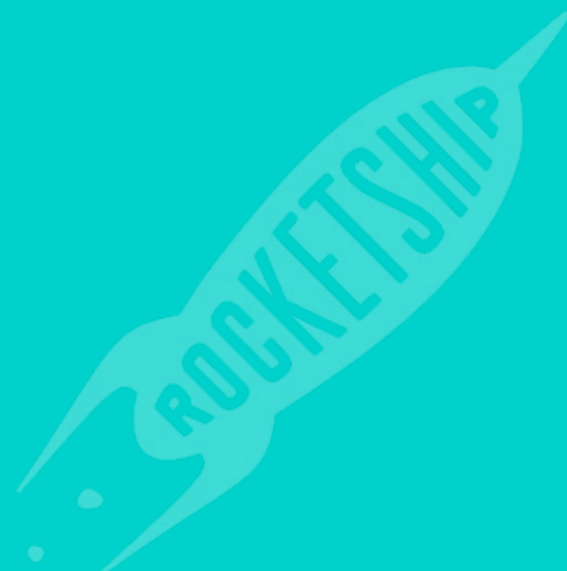
- **A new premium tier for health benefits for operations staff and office assistants** which will lower costs to support retention and in response to feedback we have heard from our leaders and staff.
- **New Kaiser HSA plans** are available for the California and Mid-Atlantic regions which add another attractive option for employees.
- **We added a Cigna No-Cost (\$0) virtual care option** to promote care access in a flexible setting.



Adjourn



Appendix

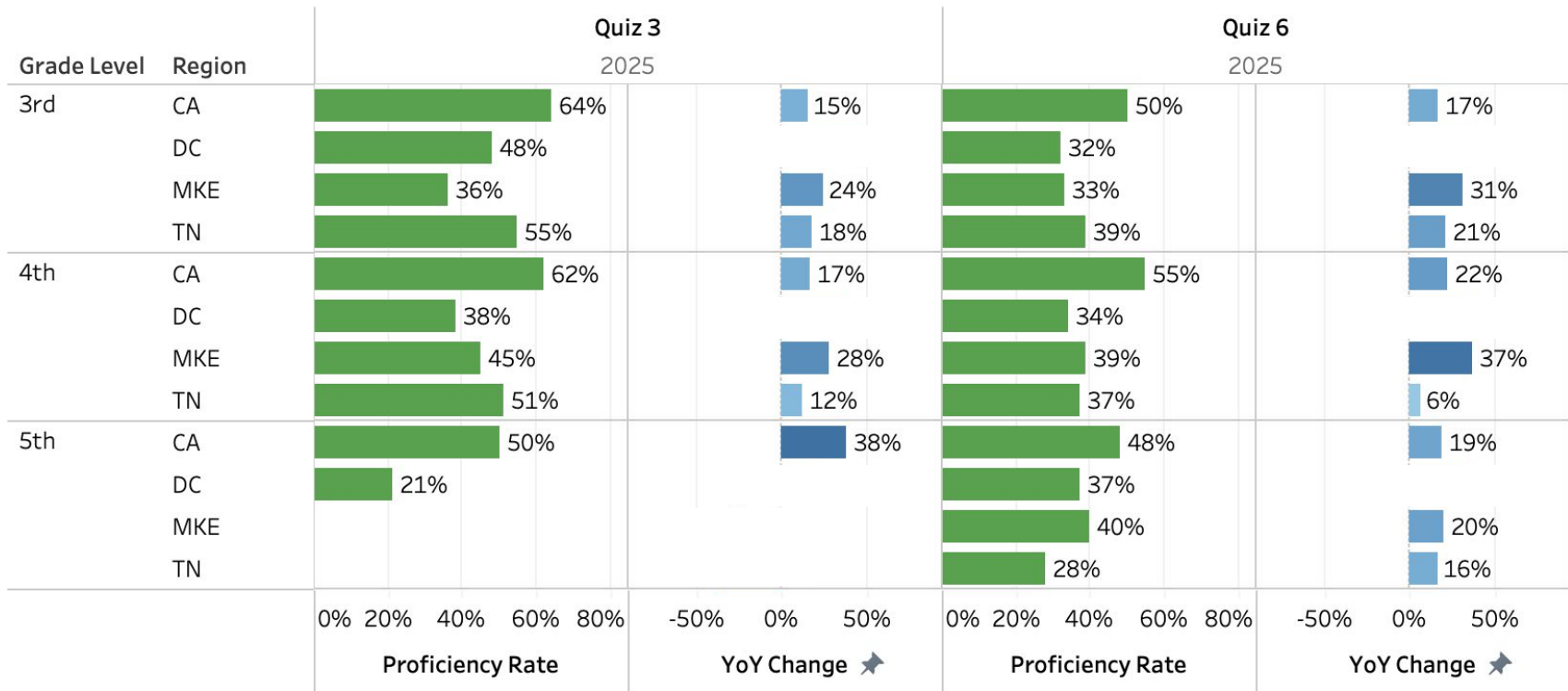


Achievement Update



STEM TPU: State Testing Grades are tracking toward higher proficiency than last year

2025 STEM Test Prep Unit Proficiency
Units 3 and 6

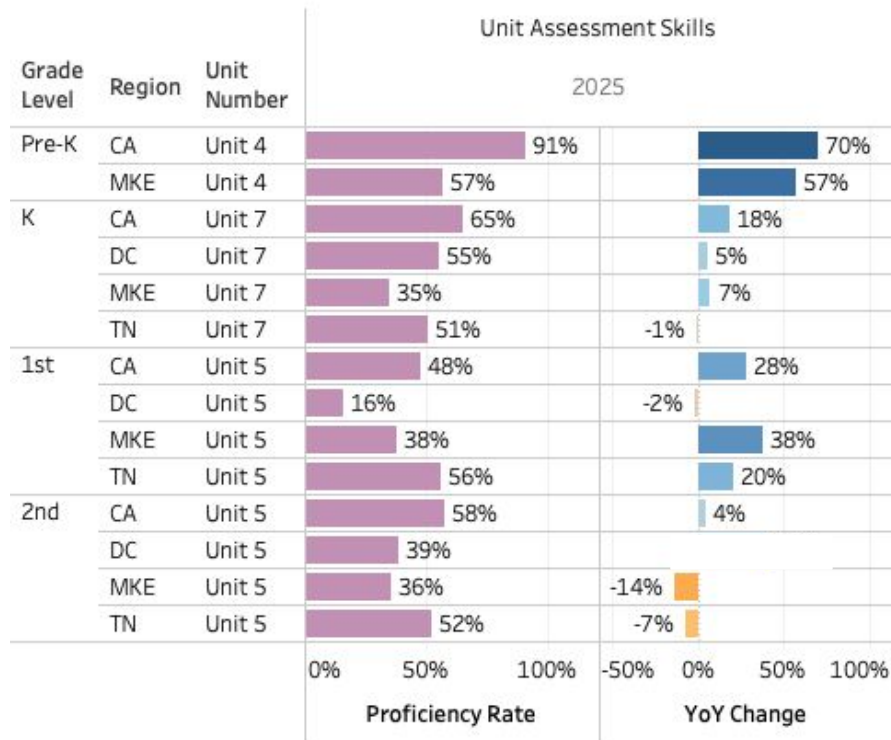


- TPU Units 3 and 6 are useful indicators because they are cumulative quizzes meant to mimic the design of a state test and are unchanged year-over-year.

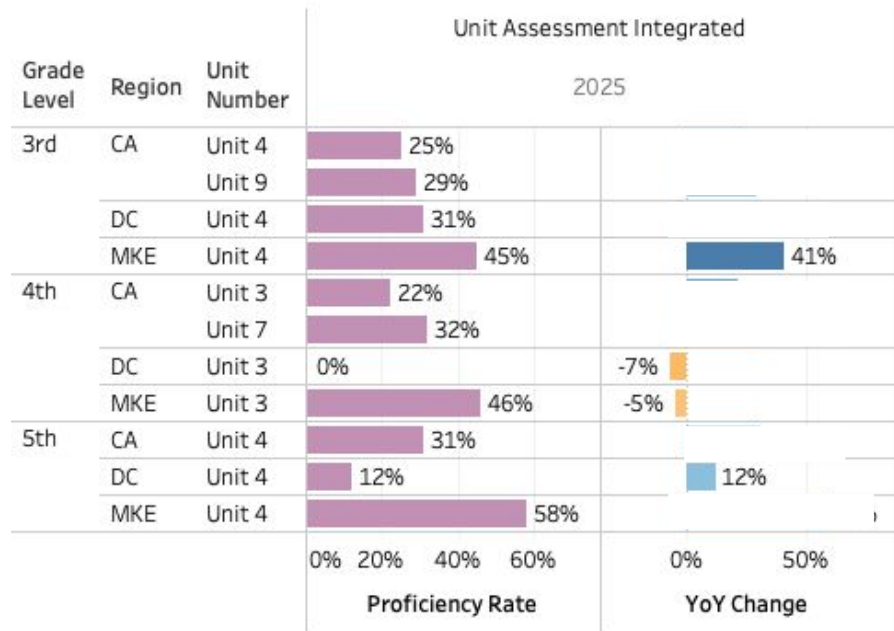
HUM Units: Most regions and grades earned higher scores on most recent HUM Unit Assessments compared to the same units last year

- Second year of CLKA Skills curriculum in all regions

2025 HUM CKLA Unit Proficiency: Skills
Most Recent Assessment



2025 HUM CKLA Unit Proficiency: Integrated
Most Recent Assessment

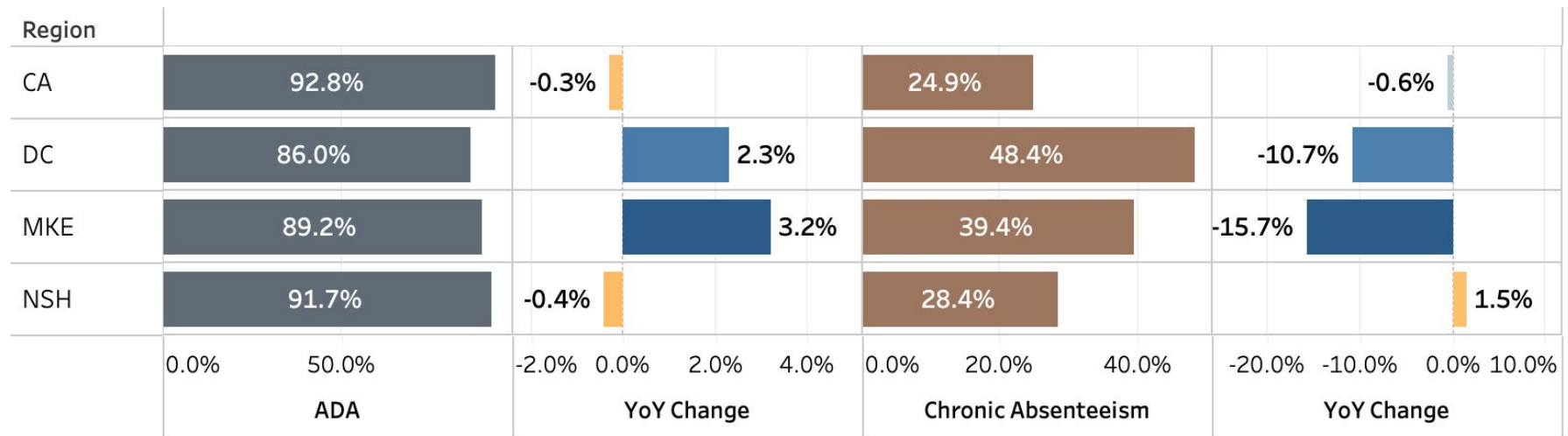


Note: First year for a subset of CA schools to pilot Integrated curriculum.

- First Year for several CA schools to pilot the CKLA Integrated curriculum
- Greater fidelity of assessment administration in DC and MKE

DC and MKE on-track for improved attendance metrics in SY24-25

August-April Attendance Metrics
2024-25 and Change from Prior Year



2024-25 Attendance from first day of school through April 28th compared to 2023-24 first day of school through April 30th.

- DC and MKE have both reduced their chronic absentee rate by 10 percentage points or more compared to last year at this time
- CA and NSH are on-track to have similar attendance rates as last year

Enrollment for next year

25 - 26 Enrollment/Registration Tracker

Last Updated:

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DC Pre-K Included?

DC PK Not Included

Enrollment At a Glance

Offer Management

New Student Enrollment Funnel

Region	Enrollment Target	Anticipated Returners	RCV+	Current 25-26 Enrollment	Current Enrollment % to Target Enrollm..	Offers Made	Acceptances	Total Declines	Outstanding Offers	Accepted Not Started	Registration In Progress	Registration Complete	Registration Verified
CA	6,673	4,680	301	4,981	75%	1,358	1,062	153	99	309	452	66	235
DC	1,052	702	42	744	71%	241	181	4	35	58	81	0	42
TN	1,685	1,101	178	1,279	76%	463	402	23	6	74	150	1	177
WI	828	510	83	593	72%	198	122	20	48	33	6	83	0
Grand Total	10,238	6,993	604	7,597	74%	2,260	1,767	200	188	474	689	150	454

- Anticipated Returners (Retention).** We completed re-enrollment across all regions. As we have seen in years past we have a high percentage of eligible families indicated they plan to return next year. However, actual retention rates (parents truly returning on day one of the subsequent school year) have been lower. Schools are initiating their keep warm strategies for the end of school year and summer break to drive on strong actual retention. DC has an official re-enrollment process families must complete through MySchool DC and we have seen positive indication of higher retention rates than last year.
- Offer conversion.** 80% of the 2,519 new offers we have extended this season have been accepted. We currently have 1,163 enrollments in the funnel from Accepted Not Started to In Progress. Our schools are working to fully register our new Rocketeers, a time intensive process that we are strategizing to better streamline next year. If we convert every enrollment at 100%, we would still have a 15% gap to Enrollment Target. The national team is working closely with regional teams to both amp up recruitment efforts and support front offices to convert and fully enroll families.
- Lead Generation and Applications.** All regions fell well short of our first milestone to reach 50% of our total applications needed by lottery (mid-March). However, three of our four regions (CA, TN, WI) were 7 points ahead of pace in applications from last year. DC was behind pace by 5 points from last year.



