

Thursday, August 14, 2025 Rocketship Tennessee Achievement Committee Meeting (2025-26 Q1)

Meeting Time: 10:00am CT

Webinar Link: https://rocketshipschools.zoom.us/j/81168509889

Webinar ID: https: 811 6850 9889

1. Opening Items

A. Call to order

2. Consent Items

A. Approve minutes from the May 22, 2025 meeting of the Rocketship Tennessee Achievement Committee

3. Agenda Items

A. Regional Health Dashboard Review

B. 2024-25 Achievement Recap and 2025-26 Response

C. Student Recruitment and Enrollment Update and Next Steps

D. Talent Update

E. Growth Updates

4. Adjourn

A. Adjourn Meeting

Rocketship Tennessee Achievement Committee Meeting (2024-25 Q4) (Thursday, May 22, 2025)

Generated by Cristina Vasquez on Wednesday, May 28, 2025

1. Opening Items

A. Call to order

At 10:03am, Ms. Covert took roll call. With a quorum of board members present, Ms. Covert called the meeting to order.

Present: Lindsey Margraf Rudd, Malick Gaye, Henderson Majors, Kanika Covert

Absent: Dr. Diarese George, Jeff Brown, Dr. James Hildreth

2. Consent Items

A. Approve minutes from the February 13, 2025 meeting of the Rocketship Tennessee Achievement Committee

At 10:05am, Mr. Gaye made a motion to approve consent item 2(A). This motion was seconded by Mr. Henderson and carried unanimously by a roll call vote.

Y: Lindsey Margraf Rudd, Malick Gaye, Henderson Majors, Kanika Covert

N: --

Abstain: --

3. Agenda Items

A. Achievement Update

At 10:06am, the committee discussed agenda item 3(A). No action was taken.

B. 2025-26 Annual Planning

At 10:50am, the committee discussed agenda item 3(B). No action was taken.

C. Family Recruitment and Enrollment Update

At 11:35am, the committee discussed agenda item 3(C). No action was taken.

D. Summer School Update

At 11:59am, the committee discussed agenda item 3(D). No action was taken.

4. Adjourn

At 12:01pm, Mr. Gaye made a motion to adjourn the meeting. This motion was seconded by Ms. Margraf Rudd and carried unanimously by a roll call vote.

Y: Lindsey Margraf Rudd, Malick Gaye, Henderson Majors, Kanika Covert

N: --

Abstain: --



Q1 Rocketship Public Schools Tennessee Achievement Committee Meeting

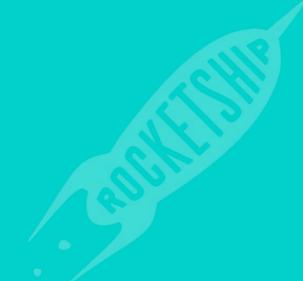
August 14, 2025



Agenda

- 1. Opening Items
 - A. Call to order
- 2. Consent Items
 - **A.** Approve minutes from the May 22, 2025 meeting of the Rocketship Tennessee Achievement Committee
- 3. Agenda Items
 - A. Regional Health Dashboard Review
 - B. 2024-25 Achievement Recap and 2025-26 Response
 - **C.** Student Recruitment and Enrollment Update and Next Steps
 - D. Talent Update
 - **E.** Growth Updates
- 4. Adjourn
 - A. Adjourn Meeting

Consent Items



Regional Health Dashboard Review

By 2030, we will double the number of students in the top third or at the 67th percentile in Math and Reading.



5 Essential Questions for Regional Health

Quality Schools

Are our Rocketeers progressing and achieving academically?

Scaled Impact

Are we serving the students that need us the most?

Community Power

Are our families and partners impacting the broader system?

Culture of Belonging

Do our people feel like they belong at Rocketship?

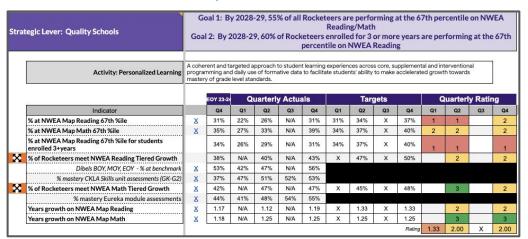
Finance

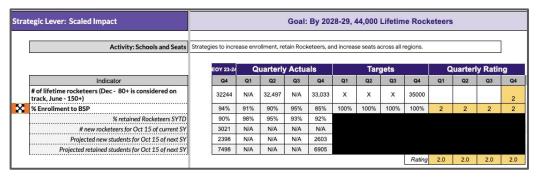
Are we operating a financially sustainable organization?



Purpose: TN Regional Health Dashboard (RHD)

Dashboard example





The Regional Health Dashboard (RHD) is a tool for tracking progress on key metrics tied to our 5-year goals. The metrics, like the goals they are tied to, are classified by Strategic Lever (Quality Schools, Community Power, Scaled Impact) or Key Enabler (Culture of Excellence and Belonging, Finance).

These and the network version - the Organizational Health Dashboard (OHD) - are reviewed regularly at several levels of the organization and by each board (National and Regional) mid-year and end of year.



Rocketship Key Metrics

3: Meets or Exceeds

2: Approaching (80% target)

1: Does not meet

		Current performance	Target for current period
	Years growth on NWEA Map Reading	1.19	1.33
	Years growth on NWEA Map Math	1.25	1.25
Quality Schools	% of Rocketeers meet NWEA Reading Tiered Growth	43%	50%
	% of Rocketeers meet NWEA Math Tiered Growth	47%	48%
	% of families meet FPH goal	78%	90%
Scaled Impact	% Enrollment to June BSP	85%	100%
Culture	NPS: Net Promoter Score	2	7.5
Finance	% of schools forecasted to close EOY on budget	52%	100%

TN Key Metrics

3: Meets or Exceeds

2: Approaching (80% target)

1: Does not meet

		Current performance	Target for current period
	Years growth on NWEA Map Reading	1.09	1.3
	Years growth on NWEA Map Math	1.09	1.3
Quality Schools	% of Rocketeers meet NWEA Reading Tiered Growth	37%	50%
	% of Rocketeers meet NWEA Math Tiered Growth	35%	50%
	% of families meet FPH goal	51%	95%
Scaled Impact	% Enrollment to June BSP	90%	100%
Culture	NPS: Net Promoter Score	13	7.5
Finance	% of schools forecasted to close EOY on budget	0%	100%

TN Highlights from Other Metrics

	Current performance	Target for current period
% Re-enrollment	N/A	85%
New Apps	709*	545
Parent Organizing Committees	3	3

2024-25 TN State School Report Cards - Preview



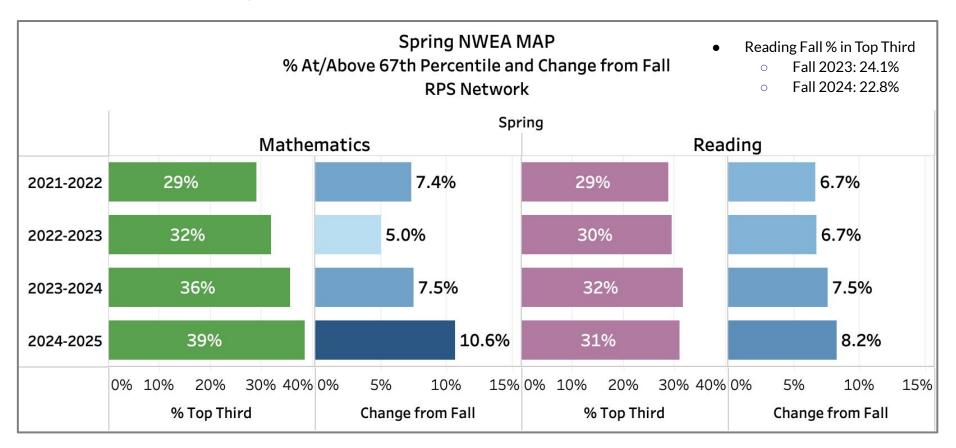


- State expected to release school report cards in late fall
- Embargoed TVAAS scores have not yet been released to districts

2024-25 TN School Report Card				
Domain	RDCP	RNNE	RUA	
Achievement	4	1	2	
Growth	TBD	TBD	TBD	
Growth of Highest Need Students	TBD	TBD	TBD	
Overall Score	TBD	TBD	TBD	
Grade	A or B	D or F	B or C	

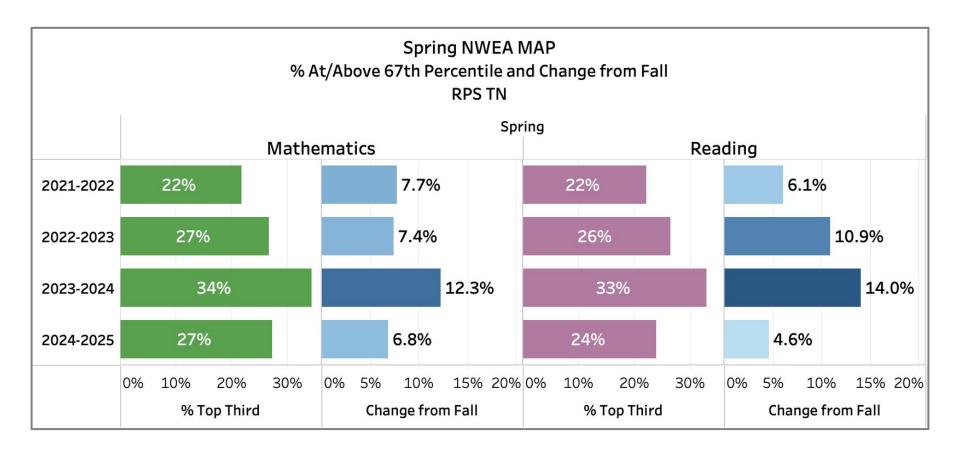
2024-25 Achievement Recap and 2025-26 Response

Both Math and Reading saw their largest Fall-to-Spring absolute change since 2020 network wide

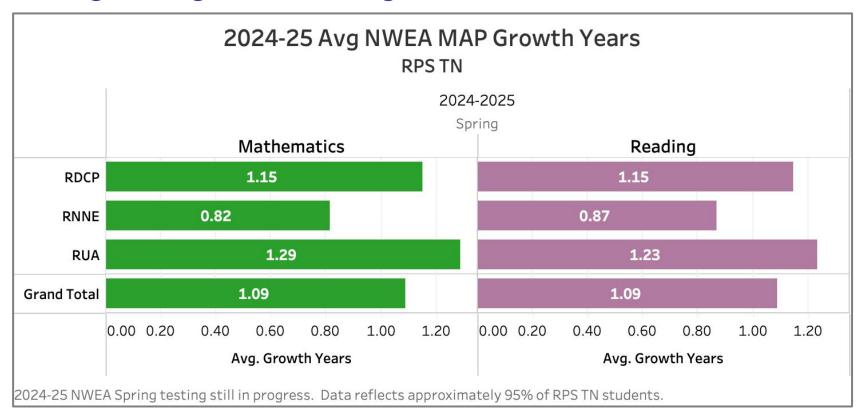


- Building momentum across content areas and across most regions
- Math gains are stacking year over year
- Continue to feel impact of "Covid Cohort" in reading: entering lower than previous cohorts, larger summer slide

In TN, there was a regression in absolutes and fall-to-spring growth across both subject areas.

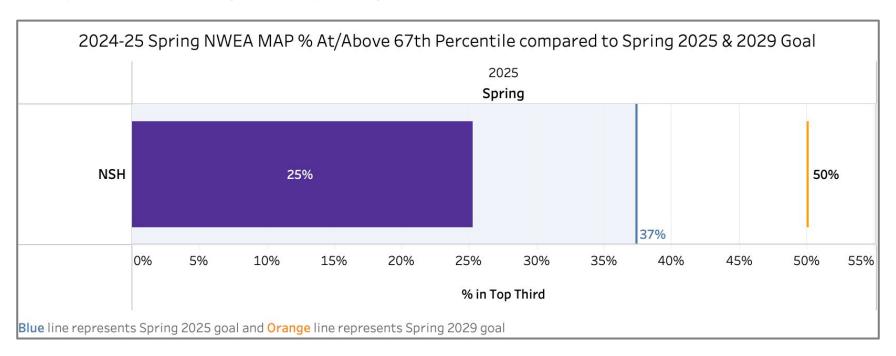


TN schools are on different growth trajectories with RUA achieving almost 1.3 years of growth in each subject and RNNE growing less than 1 year



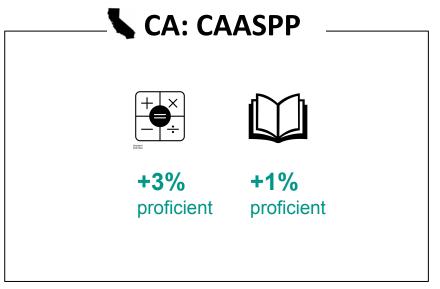
- Decline in 2024-25 average regional growth rates due to large decline at RNNE
 - RNNE achieved < 1 year of growth in both subjects
 - RUA realized higher growth rates than last year
 - RDCP had similar growth rates as last year

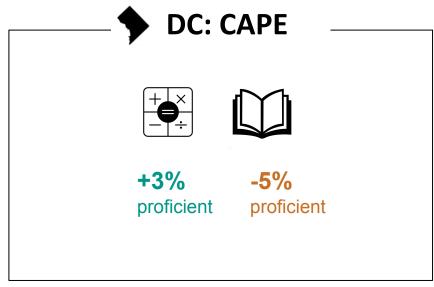
RPS TN will need to accelerate growth to reach 5-year Top Third target (Spring 2029)

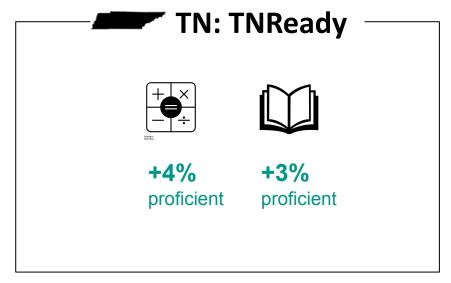


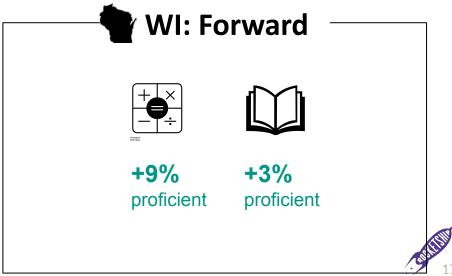
- Region will be below 5-year Top Third interim target and need greater growth in next four years to be on-track for end-year target.
 - Spring 2025 interim target was 37% ⇒ currently 12 percentage points below

All regions with preliminary state assessment results report increased proficiency from last year in Math and three regions reported ELA gains









TN Ready Results

2024-25 Preliminary TNReady Proficiency and TVAAS Change from Prior Year

School	Math	ELA	Science	TVAAS
RDCP	+5%	+18%	+5	Improved
RNNE	+0%	-4%	-4%	Improved
RUA	+2%	+0%	-5%	TBD
RPS TN	+4%	+3%	-1%	N/A

Program Headlines

RNNE Absolutes & Growth

Regression in regional average growth and absolutes driven by underperformance at RNNE - all grades averaged less than one year of growth overall with bottom tier starting students also averaging 1 year or less.

Upper Grades (3-5)

Significantly lower movement of upper grade students into 67th percentile compared to lower grades - growing at an average rate of 0.96 years in math and 1.1 years in reading.

Students in Bottom Third

Students starting in the bottom tier are below target of 1.4 years of growth and are only on-track to achieve similar growth as their higher starting peers.

Growth of students in lowest tier on TNReady is more heavily weighted on TVAAS.

New Regional & School Leadership

Coaching & development for new regional and school-based leaders.

New leadership provides opportunity to realign to core regional practices across all campuses.

Foci for Start of the Year

Strengthening Foundational Aspects of Our Core Model

Danielson Domain 2 - Learning Environment (student culture & behavior management)

Danielson Domain 3 - Learning Experiences (use of instructional materials & resources, explaining content clearly)

Home Visits - Setting a strong foundation for relationships with families

Systems and Routines - Students are ready for a year of smooth learning

Aug 13 Planning Stepback

National and Regional teams are finalizing our plan for the year to ensure that the region builds momentum and that RNNE drastically improves its performance

Support Plan is in Development

• TN Regional and Program Leadership teams collaborating on 8/13 to finalize support plan

Menu includes:

- Consistent on-the-ground program coaching support
- Weekly principal & regional leader development meetings
- Weekly content development meetings for Assistant Principals & Regional Leaders in both Humanities & STEM; led by National Program content teams
- Region-wide Intellectual Prep/Unit Planning meetings
- Region-wide professional development design and delivery
- Potential additional tutoring support for bottom quartile students in upper grades

For Further Discussion

What feedback does the committee have on our proposed TN support plan? What resonates and what might we be missing?

What questions does the committee have about last year's performance?

How do we maintain growth through staffing and leadership transitions? What are best practices in shifting from a people-driven model to a more balanced systems-driven model that can endure throughout change?

Student Recruitment and Enrollment Update and Next Steps

Enrollment terms & definitions.

Budget Target: This is the minimum number of students needed to be enrolled throughout the school year to afford the staffing model.

Enrollment Target: The number of students that should be registered the day before the first day of school. This target is ~108% of our budget target to account for beginning of year attrition. Can also be understood as Registration Target.

Application Target: We need 2 applications for every 1 open seat. The 2:1 ratio for is based on historical performance as well as a nationwide enrollment study by Charter School Growth Fund.

Budget

Target= 1,545

Enrollment

Target= 1,685

Applications

Target = 1,164

Enrollment Update (data as of 7/29/2025)

25-26 Budgeted Enrollment	25-26 Enrollment Targets	Current Enrollments (uncut New to Rocketship and historical haircut of Returners)	Progress to Budget Target	Projected Enrollments (based on 3yr historical performance)	Progress to Budget Target
1,545	1,685	1,469	95%	1,576	102%

Risks & Takeaways

- The region is projected to meet regional budget target if the momentum continues through the enrollment season.
- There is still a projected shortfall of ~33 students at RNNE (mostly K-2nd grade), though RNNE has had the highest increase in funnel movement in the region over the past month
- The region is projected to retain 89% of it's returning students
- The region will continue to focus on funnel movement and prioritize start of school warm engagement strategies (i.e. Orientations, Ice cream socials, annual BBQ, home visits, and day before school phone calls).

Enrollment Projection (data as of 7/29/2025)

School	Budgeted Enrollment (approved in June)	Projected Enrollment	Projected vs. Budgeted Enr	Projected Returners	Calculated Summer RE Return Rate
RDCP	521	584	63	365	90%
RNNE	487	466	-21	314	84%
RUA	537	564	27	391	91%
Total	1,545	1,614	69	1,070	89%

^{*}The projection model incorporates both new student projections and returning student projections. Both the new student and returning student models use 3 years of historical data to calculate conversion rate (student retained or new student enrolled) by August 30th of the enrollment year at the school-grade level (to account for school and grade variability).

Attendance Data (as of 8/6)

Daily Student Counts for first three days of the new school year are below.

- First three days represent some of the region's strongest attendance data in recent years!
- RUA has now exceeded their budgeted enrollment target and has triggered a waitlist!
- Both RDCP and RNNE have exceeded 90% attendance.

Please update by 10am local time		RNNE	RUA	RDCP	TN Total
Date	Budget Target	482	537	538	1557
M A 4	Show rate DSC % of students in PS	78.7%	90.7%	84.8%	85.0%
Mon, Aug 4	Daily Student Count	374	498	473	1345
	DSC as % of BET	77.6%	92.7%	87.9%	86.4%
	Students enrolled in PowerSchool	471	555	551	1577
Tue Aug E	Show rate DSC % of students in PS	87.7%	93.9%	90.4%	90.8%
Tue, Aug 5	Daily Student Count	413	521	498	1432
	DSC as % of BET	85.7%	97.0%	92.6%	92.0%
	Students enrolled in PowerSchool	471	562	549	1582
1A/ 1 A /	Show rate DSC % of students in PS	93.2%	95.7%	92.7%	93.9%
Wed, Aug 6	Daily Student Count	439	538	509	1486
	DSC as % of BSP	91.1%	100.2%	94.6%	95.4%

27

Kinder Boxes, Ice Cream Socials, & Orientations





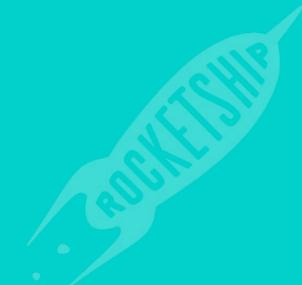








Talent Update



School Staff Hiring as of 8/5 (93% Staffed)

Role	New Hires Made for 25-26	Current Vacancies	Notes
Principal	3	0	66% External (2) 33% Internal (1)
Assistant Principal, Rising Principal, or AP-Level	4 (2 Rising Principals)	1	25% External (1) 75% Internal (3)
Teacher and ISE Specialist	21	7	
Hourly Instructional (including paras and ILS)	1	5	
Operational and Culture Roles	0	1	

Levers to address current vacancies:

- Added signing bonuses for some roles
- Increased recruiter sourcing resources
- Increased paid advertising of roles



Talent

Staffing our schools this year (and in previous years) has proved very difficult. While we have made progress this year, we are starting the school year without key roles filled especially at Rocketship Nashville Northeast. This reality has far reaching implications on all aspects of our operations.

Biggest Concerns

- ISE and ML needs
- RNNE recruitment
- Broader organizational efficacy in talent (there is work currently underway to strengthen the organization's talent outcomes)

Discussion Questions

- What programs, ideas, or strategies would you recommend to attract more high quality candidate to our RNNE campus
- What strategies would you recommend to meet stringent credentialing requirements for ML and ISE staffing?

Growth Updates



TN4 and TN5

Please read Growth Memo attached to committee materials.

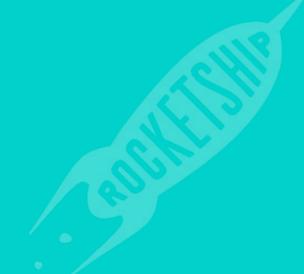
Headlines

- We will appeal TN4 and not TN5.
- The board will play a critical role in the appeals process for TN4.
- Appeals vote is Oct 16-17

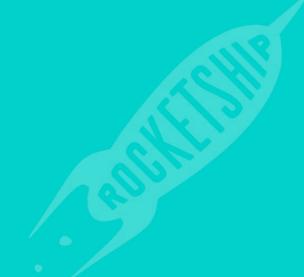
Discussion Questions w/ focus areas: Academics, Rutherford demand, start up ability, organizational growth, and multilingualism.

Board Members (2)	Which board members are uniquely positioned to participate in the public hearing?
Experts (2)	What experts might be uniquely positioned to participate in the public hearing?
Parents	The region is working to activate families for public
Students	hearing and capacity interview activities.

Adjourn



Appendix





August 5, 2025

Rocketship Public Schools, Tennessee Eric Dailey, Executive Director c/o TN Board of Trustees, Rocketship Schools NET, and TN Regional Leadership Team

Growth Memo

As Rocketship TN embraces "scaled impact" as part of its 25-26 regional strategic plan, this memo serves as an update on the region's current growth pursuits, namely, TN4 and TN5. These updates were determined after consulting a diverse group of internal and external stakeholders and after a thorough review of each application's review materials.

TN4 | Rutherford County

The Rutherford County School Board denied Rocketship's new start application in late July by a slim margin. The initial vote by the board was a tie with a vote of 3-3-1 and the subsequent vote was 4-3 for denial. The reason for the denial was noted as "discrepancies in the application." As you may know, we intentionally stewarded the school board —met with each board member to share more about our plans and to learn more about their concerns, and disseminated a Fact Sheet in response to the district's Findings Report. We are proud of our pivots this summer that kept this application viable and believe we emerged from the vote in a strong position to appeal.

As such, Rocketship submitted its Notice to Appeal to the Tennessee Public Charter School Commission on August 4th. We believe that our notice of appeal accurately expresses the case we will make to the commission—a case that demonstrates our readiness to effectively start a new school in Rutherford County. There are likely two areas that the region must be ready to defend during the appeals process: (1) the performance of Rocketship Nashville Northeast and (2) parent demand for Rocketship. We believe we have the clearest path to win an appeal with this application.

TN5 | Davidson County

The Metro Nashville Public School Board denied Rocketship's new start application in May. **While Rocketship initially appealed this decision, the region has now withdrawn its notice of appeal.** Rocketship will not appeal this application for five reasons. Cumulatively, these reasons presented little to no chance of winning on appeal.

- Little to no demonstration of demand from parents given the region's focus on TN4 last Fall
- Charter school saturation in the proposed cluster (Antioch and Cane Ridge). New KIPP and LEAD elementary schools will open for the 25-26 school year.
- Potential cannibalization of RDCP



- Timeline of appeals process provides no opportunity for regional preparation given focus on start of school year activities
- RNNE portfolio review concerns

Despite wide ranging political implications of our decision to withdraw, we believe this decision is in the best interest of our brand, our existing schools, and future plans to grow in Nashville. Given the state's new replication law and more investments in charter school facilities funding, we believe we have a viable path to start new schools in Nashville in the coming years.

Next Steps

The region will meet with the national Strategy Team on 8/6 to prepare for the appeals process (public hearing and capacity in middle to late September) for TN4. No official dates have been set for the public hearing or capacity interview activities; however, the commission will vote on this appeal on October 16-17.

After aligning with the national Strategy Team, I will invite a small group of cross-functional stakeholders to support this appeals process through direct engagement in appeals' activities like the public hearing and/or capacity interview and expert thought partnership and strategic brainstorming. We will publish a project plan in the coming weeks to keep you abreast of our planning for this appeals process.

If you have questions or want to learn more about the region's decisions, feel free to reach out to me directly. Thanks to everyone that supported the submission of both applications – your support was meaningful.

Eric Dailey