



**Tuesday, November 9, 2021**  
**Rocketship Public Schools Achievement Committee (2021-22 Q2)**

**Meeting Time: 1:00pm**

**Webinar link: <https://rocketshipschools.zoom.us/j/83345670471>**

**Public Comment: Members of the public can make comment on off-agenda items at the start of the meeting, and on agenda items immediately preceding the board's discussion of each item. Please use the webinar's "raise hand" feature to indicate you would like to make a comment. You will be recognized once the public comment time begins, and will be unmuted by the host and permitted to make comment for a duration of up to 3 minutes.**

### **1. Opening Items**

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- A. Call to order
- B. Public comment on off-agenda items

### **2. Consent Items**

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- A. Approve minutes from the August 19, 2021 Achievement Committee meeting

### **3. Agenda Items**

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- A. Mission moment: California ISE Bright Spots
- B. 2021-22 School Year performance updates
- C. Culturally Responsive Schools discussion

### **4. Adjourn**

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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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# Achievement Committee Meeting

November 9, 2021



# Agenda

1. Mission Moment: California ISE Bright Spots
2. 2021-22 School Year performance updates
3. Culturally Responsive Schools discussion



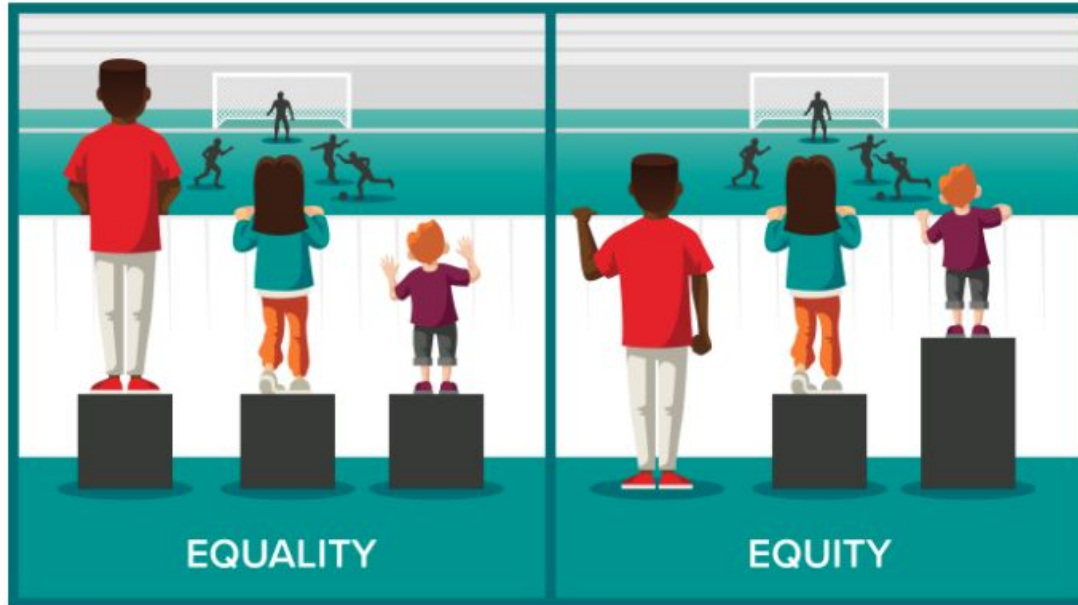
Mission Moment



# Mission Moment: California ISE Brights Spots



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# Mission Moment: California ISE Brights Spots



RMS



RFZ

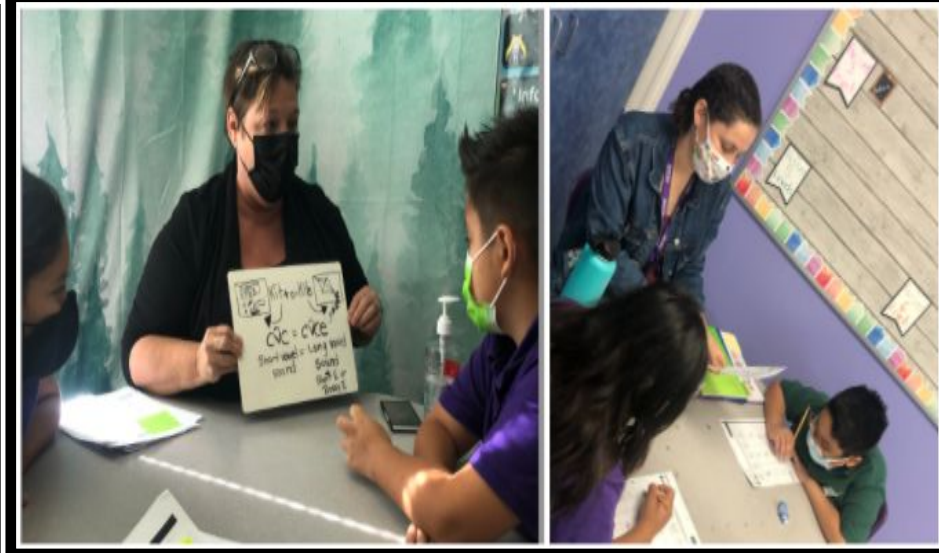


RSSP

# Mission Moment: California ISE Brights Spots



RDP



RLS



RSK



# Mission Moment: California ISE Brights Spots



RDL



RRWC



RFA

# Mission Moment: California ISE Brights Spots



RRS



ROMO



RBM



RSA

# Mission Moment: California ISE Brights Spots



2021-22 School Year performance updates



# Goals of this conversation

Update on **academic progress since the beginning of the school year**

Analyze **impact of student attendance** on our schools

Examine **combined impact of hiring, onboarding and staff retention** on school operations and academic progress.



# Academic Performance

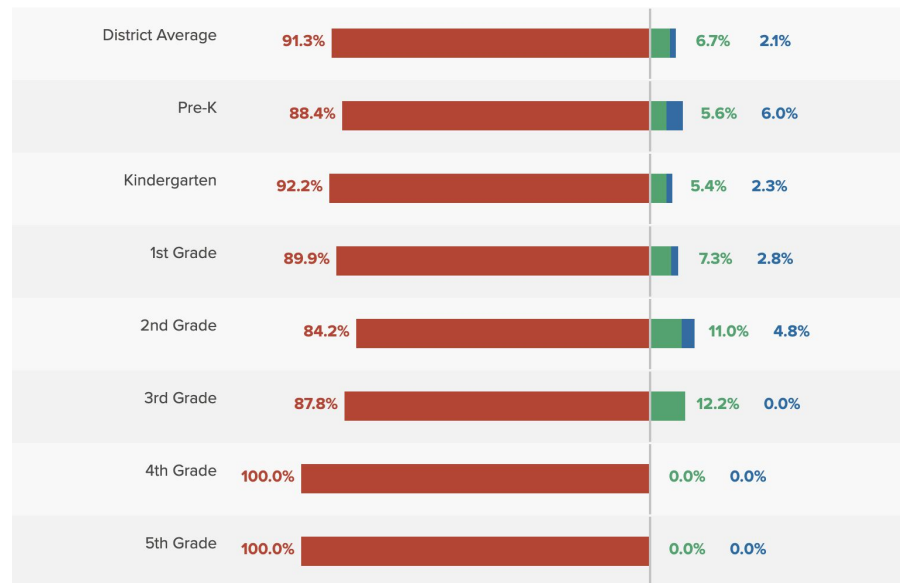


# Academics - HUM

## Spring 20-21SY

Show performance data by   through the end of Cycle 3 (June 18, 2021)

Legend ■ Below Target ■ On Target ■ Above Target



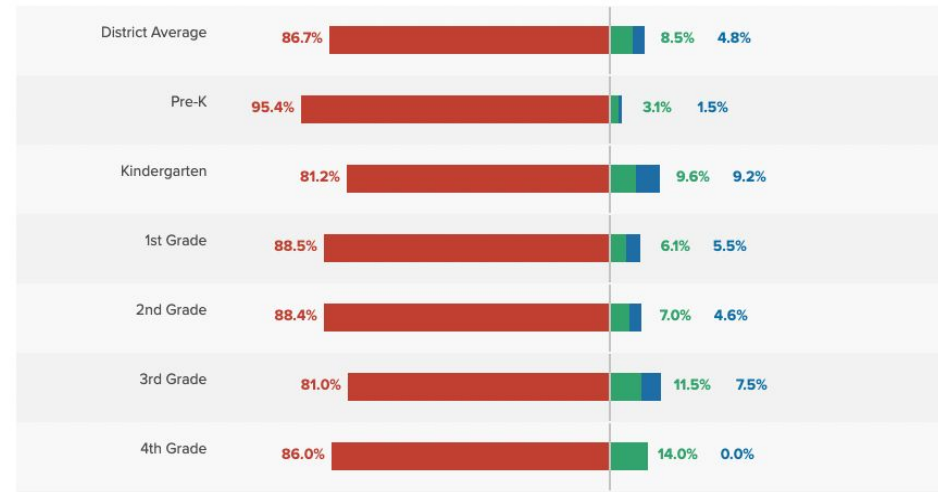
## Fall - Cycle 1 21-22 SY

Show performance for

Show performance data by   through the end of Cycle 1 (Sept. 24, 2021)

Rocketship Public Schools has completed 79% of the assessments for the period ending September 24, 2021. [See status details.](#)

Legend ■ Below Target ■ On Target ■ Above Target



Kinder → 1st = Gain of 3.9% of students on or above target  
 1st → 2nd = Gain of 1.5% of students on or above target  
 2nd → 3rd = Gain of 3.2% of student on or above target  
 3rd → 4th = Gain of 1.8% of students on or above target  
 4th → 5th = Gain of 14% on or above target



# Progress in STEP Cycle 2 [9.25-12.31]

27% of students grew at least 1 STEP level/month

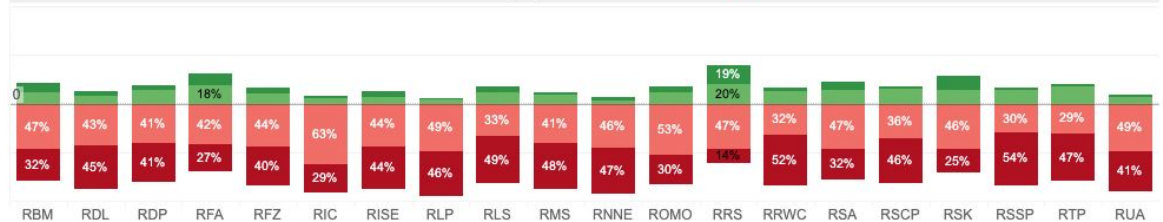
## STEP Growth: Campus Overview

	Moved 4+	Moved 3	Moved 2	Moved 1	Null	Not Moved	Grand Total
	% of Total Students across School	% of Total Students across School	% of Total Students across School	% of Total Students across School	% of Total Students across School	% of Total Students across School	% of Total Students across School
<b>Grand Total</b>	1%	2%	6%	18%	0%	73%	100%

### % On or Above Target by School for Grade: All

	RBM	RDL	RDP	RFA	RFZ	RIC	RISE	RLP	RLS	RMS	RNNE	ROMO	RRS	RRWC	RSA	RSCP	RSK	RSSP	RTP	RUA
<b>All</b>	21%	12%	19%	30%	16%	8%	12%	5%	18%	12%	7%	17%	39%	16%	22%	18%	29%	16%	20%	10%
<b>ISE</b>	12%	2%	6%	7%	6%	0%	4%	2%	5%	3%	9%	6%	31%	0%	12%	0%	8%	6%	8%	3%
<b>EL</b>	16%	9%	13%	25%	14%	0%	13%	8%	13%	8%	13%	34%	13%	14%	10%	22%	14%	0%		

### Proficiency by School for Grade: All



### % On or Above Target by Grade

	RBM	RDL	RDP	RFA	RFZ	RIC	RISE	RLP	RLS	RMS	RNNE	ROMO	RRS	RRWC	RSA	RSCP	RSK	RSSP	RTP	RUA
<b>Pre-K</b>	100%	100%	95%	96%	96%				95%	84%			29%	100%	96%	90%	100%	100%	100%	
<b>K</b>	12%	20%	35%	24%	30%	17%	19%	12%	23%	20%	10%	28%	29%	22%	24%	25%	53%	16%	7%	14%
<b>1st</b>	17%	9%	12%	13%	5%	3%	23%	0%	5%	7%	6%	21%	23%	13%	11%	6%	26%	0%	13%	11%
<b>2nd</b>	10%	2%	9%	37%	7%	0%	6%	3%	5%	1%	6%	14%	42%	8%	6%	8%	14%	4%	4%	8%
<b>3rd</b>	18%	10%	17%	40%	19%	0%	6%	4%	13%	6%	10%	20%	63%	10%	33%	13%	27%	8%	0%	9%
<b>4th</b>	25%	0%	7%	23%	1%	0%	0%	3%	18%	2%	0%	1%	45%	13%	21%	2%	8%	7%	0%	5%
<b>5th</b>	0%	13%	3%	30%	0%	0%	0%	0%	28%	11%		0%		0%	13%	0%	0%	0%	0%	0%

\*Although our student are making growth, students are still behind reading targets at this point of the year.

Cycle 1 snapshot



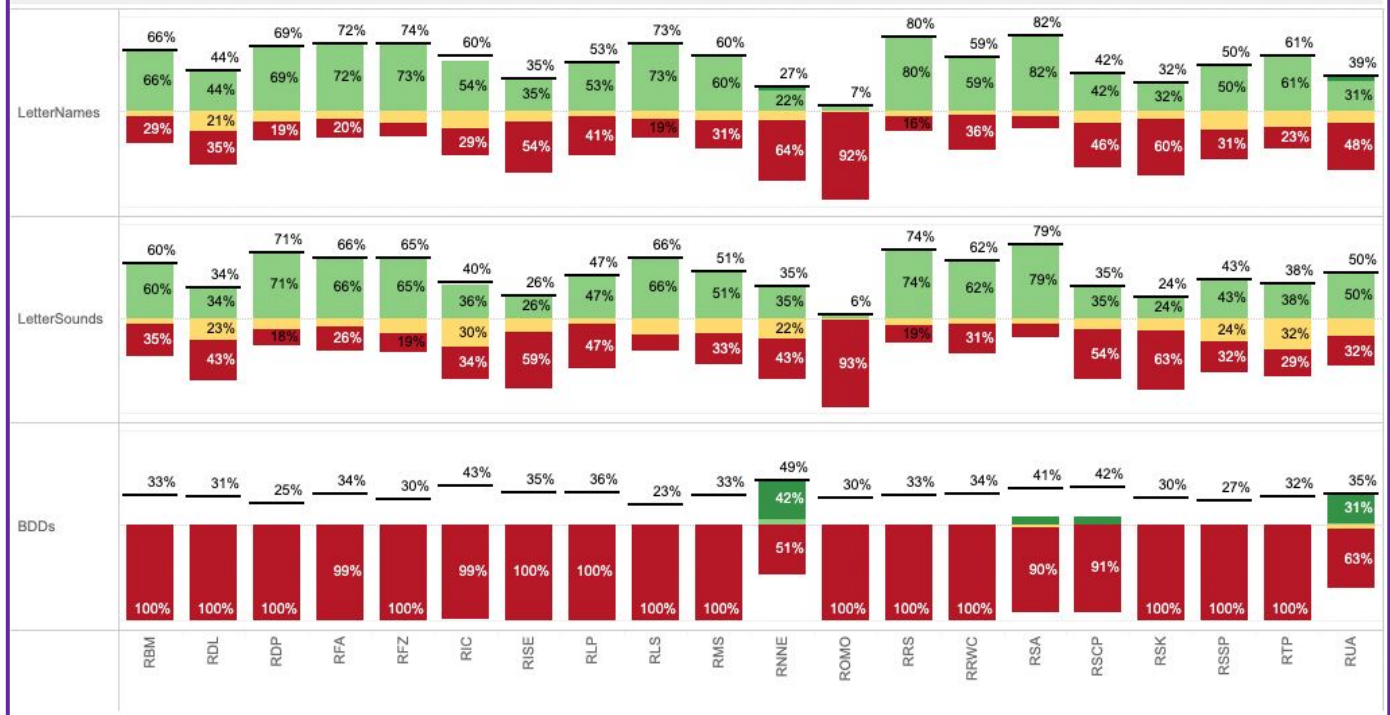


# Foundational Skills

**Historical Data: Percent of Students Met Target by Current Week**

Current..	Strand	RBM	RDL	RDP	RFA	RFZ	RIC	RISE	RLP	RLS	RMS	RNNE	ROM..	RRS	RRWC	RSA	RSCP	RSK	RSSP	RTP	RUA
3	LetterNames	3%	8%	28%	0%	3%	0%	0%	33%	8%	0%		0%	0%	13%	29%	0%	2%	13%	0%	
	LetterSoun..	2%	6%	27%	0%	1%	1%	0%	33%	6%	0%		0%	0%	14%	29%	0%	0%	12%	0%	
	BDDs	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%	
4	LetterNames	7%	9%	28%	0%	3%	0%	0%	33%	9%	0%		0%	4%	12%	29%	0%	2%	14%	0%	
	LetterSoun..	5%	6%	27%	0%	1%	1%	0%	33%	6%	0%		0%	3%	14%	29%	0%	0%	12%	0%	
	BDDs	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%	

**Quartile Buckets by School**



Significant gains in closing the gaps from week 4 to week 12 of instruction

Examples:

RDL - 28% → 44%

RRS - 4% → 80%

RTP - 0% → 61%

RLP - 33% → 53%

# Academics - HUM

YTD Progress on OLP:

## District Average

Overall programs average of all schools in the district area



YTD Goal Attainment on OLP:

## District Average

Overall programs average of all schools in the district area



Students are achieving 80% goal attainment by meeting weekly OLP goals in Lexia



# Academics - STEM

## Unit 1 Data

- “Learning Loss” showing up most in Grades K-3: Unit 1 scores are down by ~13% from 19.20
  - Potential Root Cause - More difficult to engage in virtual learning in those grades. Reading learning loss showing up in G2 & G3 in ability to critically read assessments. Lack of fluency in addition & subtraction (critically built in G1 & G2) due to virtual experience

21.22 Unit 1 Proficiency						19.20 Unit 1 Proficiency						Change in Proficiency from 19.20	
Does Not Meet	Nearly Meets	Meets	Exceeds	Meets or Exceeds		Does Not Meet	Nearly Meets	Meets	Exceeds	Meets or Exceeds			
GTK	24%	15%	9%	52%	61%	GTK	26%	19%	7%	48%	55%	GTK	6%
GK	29%	18%	16%	37%	53%	GK	18%	16%	17%	49%	66%	GK	-13%
G1	37%	27%	11%	25%	36%	G1	25%	28%	12%	35%	47%	G1	-11%
G2	28%	28%	19%	25%	44%	G2	19%	23%	20%	38%	58%	G2	-14%
G3	32%	39%	16%	13%	29%	G3	19%	38%	26%	17%	43%	G3	-14%
G4	19%	33%	24%	24%	48%	G4	13%	31%	24%	32%	56%	G4	-8%
G5	12%	41%	29%	18%	47%	G5	9%	39%	28%	20%	48%	G5	-1%

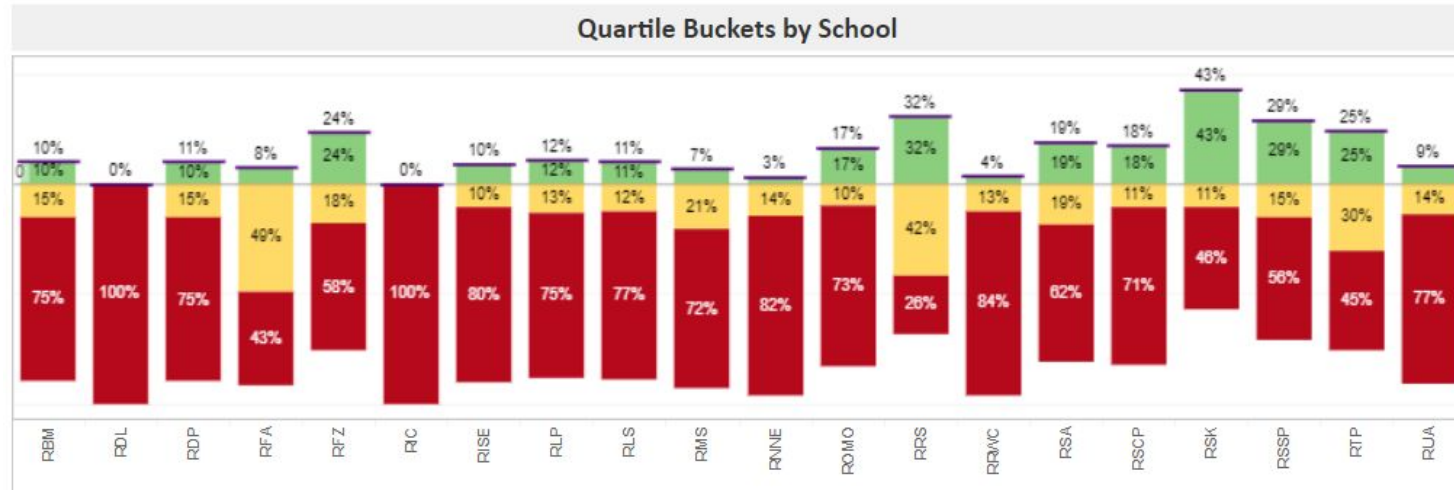
Fall Cumulative data will be available by Nov 15 - should show us growth on Unit 1 content and help us understand effectiveness of reteaching



# Academics - STEM

## Fluency & Foundational Skill Mastery

Network Data Views have been set up to only view mastery of grade-level skills. Currently working with analytics to better view growth in mastery of skills below grade level.



From varied sample of individual school trackers - students showing strong gains on mastery of fluency “power levels” from previous grades.

Examples (average mastery across grades 1-5 of below grade power levels):

RRS - 10% → 51%

RLS - 5% → 44%

RUA - 0% → 19%

# Academics - STEM

## OLP Goals

- Increase of ~16% of student goal achievement on STEM OLPs from September to October

### SEP



### OCT

+17%



+16%



+15%



# Student Attendance



# Student Attendance

## School Metrics

	Reading NWEA A..	Math NWEA A..	YTD Attendi
RSA	23%	25%	94%
RRS	35%	38%	94%
ROMO	36%	38%	94%
RSK	43%	47%	93%
RMS	24%	23%	93%
RFA	22%	20%	93%
RLS	21%	17%	92%
RFZ	23%	23%	92%
RBM	22%	20%	92%
RSSP	16%	17%	91%
RRWC	10%	11%	91%
RDL	22%	22%	90%
RTP	9%	6%	89%
RSCP	11%	11%	89%
RDP	23%	27%	89%
RIC	16%	15%	88%
RNNE	11%	10%	87%
RISE	16%	10%	81%
RLP	14%	8%	78%



**Staff Hiring,  
Onboarding,  
& Retention**





# New Hires 21-22 Compared to Previous Years

## June 1-November 1

Year	Teacher Hires	Instructional Hourly Staff Hires (Tutor, para, etc)	All School Staff Hires (also includes ops and wellness roles)
2021	155	104	370
2020	97	31	155
2019	136	62	277
2018	143	61	288

### Increase in new hires in 2021 reflects:

- ESSER-funded roles (biggest driver, mostly in instructional hourly staff)
- Above average summer and midyear resignations (people hired this fall who resigned are included in table for all years)

# Teacher Hiring - % of Vacancies Filled as of 11/2

Region	Total Teacher Vacancies	Total Hires Made	Current Vacancies	Current Offers Pending	% of Vacancies Filled as of 11/2/21	% of Vacancies Filled as of 10/5/21	% of Vacancies Filled as of 9/8/21	% of Vacancies Filled as of 8/10/21	% of Vacancies Filled as of 7/6/21	% of Vacancies Filled as of 6/4/21	% of Vacancies Filled as of 5/1/21
CA - EB	30	28	2	0	93%	87%	93%	96%	83%	82%	87%
CA - SB	100	94	6	0	94%	93%	98%	96%	93%	85%	102%
DC	37	33	4	1	89%	91%	93%	95%	100%	94%	108%
MKE	19	18	1	0	95%	95%	88%	93%	100%	78%	100%
NSH	20	19	1	0	95%	100%	100%	94%	100%	85%	117%
Network	206	192	14	1	93%	92%	96%	96%	93%	83%	101%

## Notes:

- All current teacher vacancies are backfill for fall resignations
- Strategies implemented to support hiring in very challenging hiring market:
  - Referral bonuses
  - Signing bonuses for hard to fill roles
  - Internal promotions (including from CA Associate Teacher role)
  - Increased recruiter sourcing
  - Increased paid advertising



# Instructional Hourly Staff Hiring - % of Vacancies Filled as of 11/2

Region	Total Hourly/Other Vacancies	Total Hires Made	Current Vacancies	Current Model Vacancies	Current ESSER Vacancies	% of Vacancies Filled as of 11/2	% of ESSER positions filled
CA - EB	36	29	7	5	2	81%	88%
CA -SB	115	89	26	11	15	77%	73%
DC	22	22	0	0	0	100%	100%
MKE	12	12	0	0	0	100%	n/a
NSH	25	25	0	0	0	100%	100%
Network	210	177	33	16	17	84%	82%

## Notes:

- This staff group saw most significant increase in staffing due to ESSER funding
- While we have made about 40 more hires in this group than in a typical year, about half of current vacancies are new positions added for this year that were not filled (the other half are due to fall resignations (approximately 15 unfilled from part of year and 15 backfill for resignations)
- CA Enrichment Center Coordinators (PE) and paraprofessionals are the most difficult to staff roles

# Fall School Staff Resignations as of 11/2

Start Date	Teacher	Education Specialist	ISE/SPED Para	Tutor	Operations Specialist
8/1/2021	11	2	4	1	1
8/1/2020	2	3	3	0	5
8/1/2019	13	2	5	0	5
9/1/2021	9	0	2	0	5
9/1/2020	2	0	1	0	1
9/1/2019	7	0	4	1	2
10/1/2021	12	3	3	2	3
10/1/2020	2	1	0	0	1
10/1/2019	4	1	3	3	2
<b>Aug-Oct 21</b>	<b>32</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>9</b>
Aug-Oct 20	6	4	4	0	7
Aug-Oct 19	24	3	12	4	9

## Midyear Resignations

- We have seen significantly more fall teacher resignations this year compared to 2019 (last normal year), even taking into account a greater number of total teachers on staff this year.
- Actions to address this include: supplemental manager and HR support for SLs at schools with high vacancies (4+ teachers),

# Culturally Responsive Schools discussion



DEI Council



# DEI Council: Role, Membership, and Key Work

The DEI Council acts as a strategic advisor to the CEO, Rocketship Board, and Network Executive Team members in order to ensure we are moving forward with key DEI initiatives and priorities. This responsibility includes supporting functional and regional leaders to ensure more diverse, equitable, and inclusive systems, structures, and policies in an effort to realize our vision as an anti-racist organization.



# DEI Council: Role, Membership, and Key Work

## Returning DEI Council Members:

SaJade Miller	(TX)	Regional Superintendent of Fort Worth
Jessica Alexander	(NSH)	Principal, Nashville 3
Jordan Blanton	(NeST)	National Director, Multilingual Learners
Aaron Colston	(NeST)	Associate Director, Talent
Gabriela Gordon	(CA)	Principal, Rocketship Los Sueños Academy
Daiana Lambrecht	(NeST)	Senior Director, Parent Leadership & Advocacy
Joyanna Smith	(DC)	Regional Director of DC

## New DEI Council Members:

Juan Mateos	(CA)	Director of Schools
Khadijah Williams	(DC)	Senior Manager, Family and Community Engagement
Kristarae Flores	(NeST)	National Director of Development
Adiaghda Mbonisi	(CA)	Associate Director of Operations

## Project Manager

Becky Owens (PD focus) and Adara Robbins (general project management support)

**Note:** Lamar Wade, our CPO, will also be involved in DEI Council.  
We will be hiring a Director of DEI.





# DEI Council: Committees and Priorities

## Human Resources

*Joyanna Smith and Aaron Colston, Khadijah Williams, Adiagha Mbonisi*  
Evaluations | Compensation | Promotion Policies

## Talent

*SaJade Miller, Gabby Gordon, & Jordan Blanton, Adiagha Mbonisi*  
Recruitment | Selection | Development

## Professional Development

*Jessica Alexander, Gabby Gordon, Becky Owens, Juan Mateos*  
Culturally Responsive PD Scope and Sequence

## The Rocketship Way

*Daiana Lambrecht, Aaron Colston, SaJade Miller, Khadijah Williams, Kristarae Flores*  
Organizational Culture and Operating Norms

## Culturally Responsive Schools

*Schools and Program Functional Leaders*

## Functional Collaboration

*NET/Functional Leaders*

Committees will meet regularly in collaboration with functional and regional leaders to support DEI plans, strategies, and initiatives aligned to the identified network priority. Committees will meet with various stakeholders to monitor progress on relevant DEI measures and provide recommendations for addressing areas identified by equity audit and supporting network DEI goals and actions. Committees chairs (underlined) will be responsible for leading advisory on the identity priority by scheduling meetings with various internal groups and presenting findings to the DEI council.



# DEI Council: Q1 Completed Work

Reviewed organization-wide DEI Language Guide

Developed scope & sequence for five DEI Professional Development sessions (targeted towards teachers)

Prepared to launch a qualitative study of The Rocketship Way, in partnership with external consultant

Developed scope & sequence for four DEI Professional Development sessions (targeted towards School Leaders)

Reviewed NeST Promotion & Compensation Policy with Talent team



# Representative Leadership Goal

Creating **equitable** access to opportunity across our leadership

By 2023, **60% or more of Rocketship leaders** at schools, regional and national will reflect and **represent the racial & ethnic identities** of students we serve.

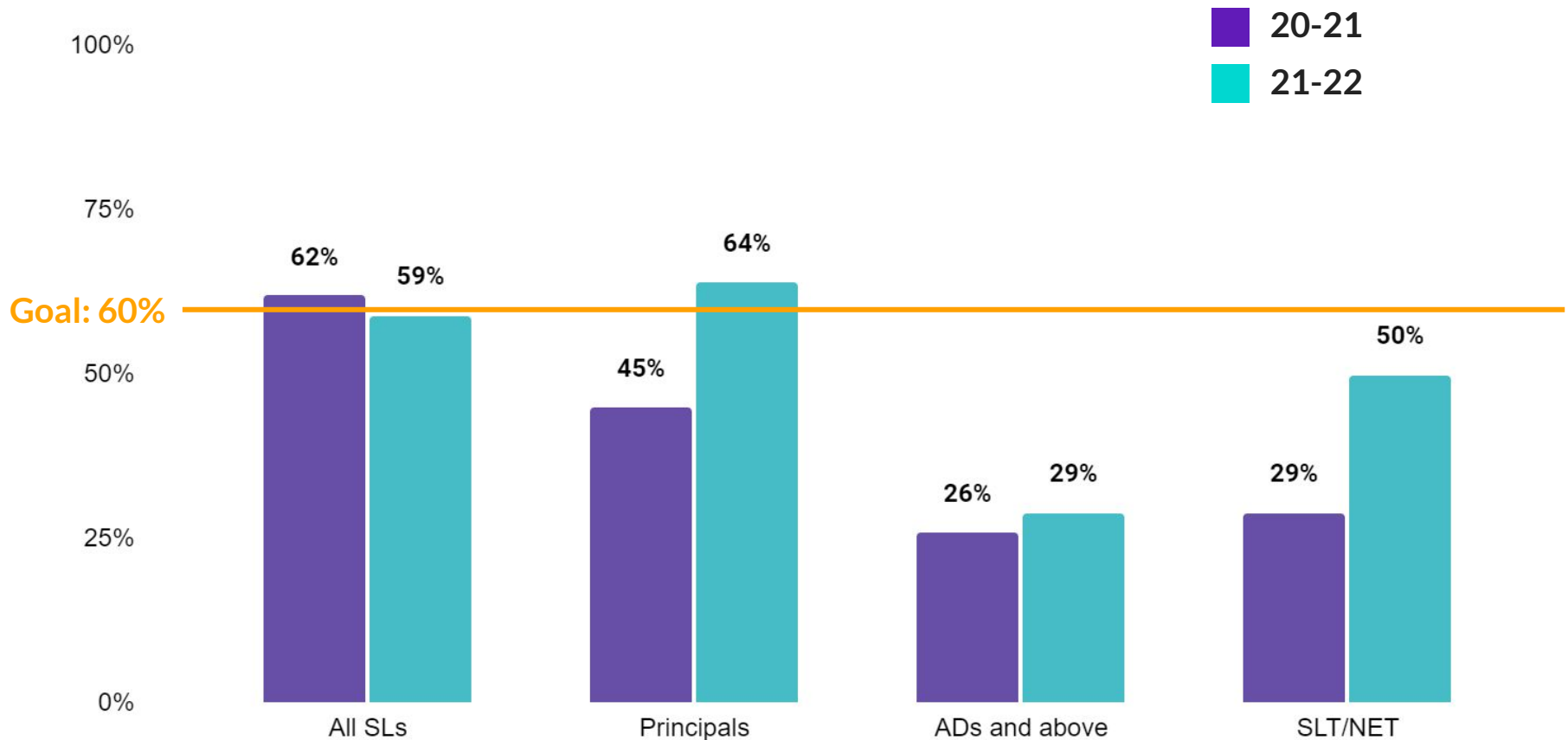
Increasing **diversity** across our leadership teams at all levels



# 20-21: Progress Towards Always-Important Goals

DEI Goal: 60% of leaders represent student ethnic & racial identities

% of Black and Latinx staff members



# Drivers of Representative Leadership

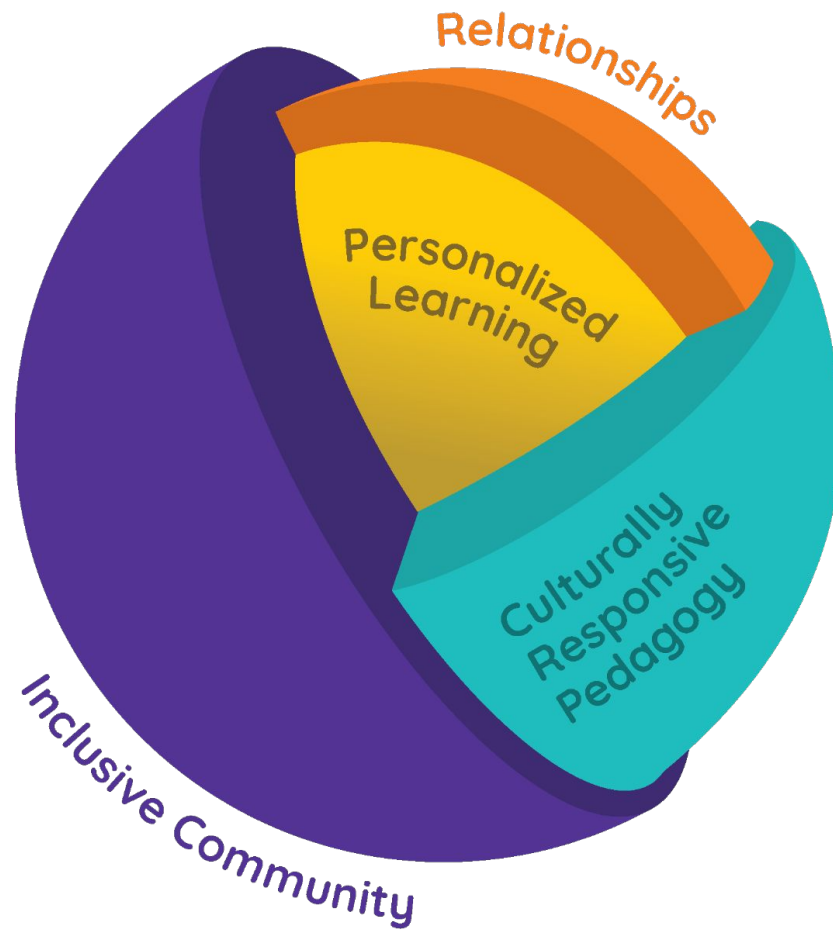
External Recruitment	Development and Promotion	Retention
<ul style="list-style-type: none"><li>● Diversity: Increase pool of Black and Latinx staff candidates</li><li>● Equity: Ensure equitable hiring practices across the entire organization and appropriately weight value that candidates of color bring (DEI competencies)</li></ul>	<ul style="list-style-type: none"><li>● Transparency and outreach about opportunities for advancement</li><li>● School-NeST pipeline</li><li>● Individual development (manager support, coaching, 360s)</li><li>● Programs to support development (Aspiring Latino Leaders, Rising Leaders, Aspiring Principals, etc)</li></ul>	<ul style="list-style-type: none"><li>● Management: Manager development</li><li>● DEI Initiatives and Inclusive Culture</li><li>● Culture (“Rocketship Way” work)</li><li>● Total employee value proposition (mission alignment, work environment, opportunities for advancement, compensation and benefits)</li></ul>



# Culturally Responsive Schools



# Culturally Responsive Schools



# Culturally Responsive Schools

Personalized Learning	Relationships	Culturally Responsive Pedagogy	Inclusive Community
<p>Tailoring instruction, content, learning experience, learning environment, and pace to unleash the potential of every student</p>	<p>Rocketeers are deeply known and respected by various adults and peers; stakeholders collaborate closely; the creation of community at all levels is paramount, and everyone forms meaningful relationships across lines of difference that nurture empathy, foster belonging, support well-being, and build social capital</p>	<p>Three components of Gloria Ladson-Billings <a href="#">framework</a>:</p> <ol style="list-style-type: none"><li>1. Academic Success</li><li>2. Cultural Competence</li><li>3. Socio-political consciousness</li></ol>	<p>Create an inclusive community and environment which is welcoming and affirming to each of our school's local communities</p>





# Diversity, Equity, and Inclusion Training



## DEI PD for Schools and SLs

Designed by Steph Frenel from Fair Schools - grounded in the book: *Culturally Responsive Teaching and the Brain*

School Sessions during Data Days  
SLs Sessions during Conferences and Annual Planning  
Focus on Culturally Relevant Teaching and Leadership

Also exploring affinity spaces and expanded partnerships with Black Male Educators, and more.

## Overcoming Racism for NeST:

**QPR Group:** Oct. 21st and Nov. 4th

**NeST Group** (Not QPR- already attended):

Oct 27 and Nov. 11th

Times: 9-1PM PT (11AM CST / 12PM ET)

4 hours on Zoom

Facilitator: Ahmed Ahmed

Questions: Ask Becky Owens ([rowens@rsed.org](mailto:rowens@rsed.org))



# DEI School and School Leader PD

DEI PD Committee: Jessica Alexander, Becky Owens, Juan Mateos, Gabby Gordon

## **DEI Sessions: School Audience (Teachers, Ops)**

By the end of this learning series, staff will develop an understanding of culturally responsive teaching and the ways in which they are able to use culturally responsive practices to improve student achievement and students' experiences.

Induction: Grounding us in our WHY (new staff)

### **#1: Summer PD: Culturally Responsive Schools in Action at RPS**

- Critically reflect on our growth and development as an anti-racist educator
- Reflect on the key elements of culturally responsive schools and how that impacts our practice as educators

### **#2: Fall Data Day: Building Positive Academic Mindsets <[Link](#)>**

- Understand and practice ways to build a positive academic mindset in students by giving asset-based feedback

### **#3: Winter Data Day: The Brain Science of Culturally Responsive Teaching <[Link](#)>**

- Understand and practice using culturally responsive methods to build independent learners

### **#4: Spring Data Day: Building Sociopolitical Consciousness**

- Understand and practice using methods to build sociopolitical consciousness in students

## **DEI Sessions: School Leaders (Principals, APs, BOMs, OMs)**

By the end of this learning series, SLs will understand tools and methods for coaching staff to use culturally responsive practices with students. SLs will also reflect on culturally responsive practices on their campus and begin brainstorming ways to improve their campus ecosystem.

#1: School Leader Launch: CR Schools - See SLL portal

### **#2: Fall Conferences: Systemic Self-Reflection & Mindset Coaching <[Link](#)>**

- Explore methods for uncovering inequities and mindset gaps on campus.
- Learn and practice ways to coach staff towards culturally responsive mindsets.

### **#3: Winter Annual Planning: Culturally Responsive Teaching & Instructional Coaching**

- Identify campus-specific strengths and opportunities for culturally responsive teaching.
- Learn and practice ways to coach a staff member's skill gap in culturally responsive teaching.

### **#4: Spring: Data and Continuous Improvement for Culturally Responsive Schools**

- Explore tools to measure Rocketships' pillars of culturally responsive pedagogy (cultural competence and socio-political consciousness).
- Reflect on SL's current progress in creating a culturally responsive school and begin brainstorming next steps for EOY and SY22-23.

# DEI Council: PD Working Group

Updated 9/28	NSH, MKE, CA,
#of survey responses	262
"I believe this session was a meaningful use of my time."	84%
"I believe the facilitation of this session was clear and engaging."	89%
This session helped me better understand and apply key elements of Culturally Responsive Teaching.	84%
I can achieve the objectives of this session.	93%



# Program Team: Elevating Culturally Responsive Schools

Personalized Learning	Relationships	Culturally Responsive Pedagogy	Inclusive Community
<p>Continue to codify Developmental Play menu options for teachers to tailor centers to their students' interests and needs.(PLI)</p> <p>Implementation of Lexia English and "Designated ELD" lessons focus on personalized language goals. (MLL)</p> <p>Integrating student demographic data into OLP performance (JetpackED)</p> <p>Create differentiated PD opportunities to personalize learning (STEM)</p>	<p>CareCorps Coordinators build deep relationships with families through needs referrals surveys, caseload management, cold calls, and other intentional touchpoints to demonstrate that CCCs are here to support the community (CareCorps)</p> <p>Connecting with MHPs across regions to discuss best practices that can be shared with teachers as teachers increasingly play a role in gauging student well-being and responding to difficult global and local events (SEL)</p>	<p>Design socio-political thematic units in GTK-G5 (HUM)</p> <p>Weave culturally relevant instructional practices into PD: multiple ways to share knowledge. (STEM)</p> <p>Review of curriculum like LLI and HUM to integrate books that are reflective of the communities we support (ISE)</p> <p>Collecting exemplary SDC discussions/lessons to share and support teacher internalization of best practices (SEL)</p>	<p>Implement CRPBIS and Family and Student voice in Expectations (MTSS)</p> <p>Changing the (CA_ lottery to have more weight for socio-economically disadvantaged families (School Communities)</p> <p>Work with Talent and Schools team to define competencies for key roles and the learning opportunities provided within Rocketship to develop or grow in those competencies (making transparent what is needed for promotion to or from a role) (Professional Learning)</p>

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