



To: Board Members
From: James Cryan, CEO
Date: January 16, 2015
Re: CEO's update

In this memo is an update on the successes and challenges we've had since our last board meeting in November. At this meeting, we will spend a lot of time refreshing our strategic plan. I believe it's important to regularly come back to our strategic plan which we adopted last spring. This draft incorporates input from our NeST team from our quarterly retreat in early January as well as reflects updated assumptions from our experience over the past year. The major change that we are suggesting is thinking about our growth plan in 2 phases. Phase I is from 1 school to 4 schools. Phase II will be from 4 schools to 8 schools. We are recommending planning for an additional "pause" year after we complete Phase I, which would still allow us to open our 7th & 8th school in 2020-21. I look forward to the productive conversation.

I am excited to report significant progress against all of our priority goals this year.

Priority Goal: All students will be proficient readers by the time they leave RMP.

- 3rd grade reading: 66% on GL on STEP & PARCC by end of the year.

In the 2014-15 school year, our scholars and educators have had a strong start. The school is strong academically and culturally - and while there are always challenges inherent in this work - I am extremely proud of the work our team is accomplishing. We have made some significant shifts in our reading instruction to be responsive to the elevated expectations with Common Core. We are seeing evidence of growth and success with our scholars in response to these shifts.

On our STEP reading assessment, the percentage of our scholars on grade-level has increased substantially from 36% on grade-level at the beginning of the year, to 63% on grade-level as of mid-year. While we still know we have lots of work to do, especially in our third grade, we are excited by the growth we have seen to date.

Our scholars and teachers are preparing intently for the PARCC assessment which will be given this year for the first time across Colorado. To prepare, our scholars have been receiving typing instruction and are getting used to taking assessments on the computer.

Over the next year, we are prioritizing academic systems development and supports for our educators. To do so, we are searching for a Managing Director of Academics and a Director of Academics to prioritize assessment development, curricular resources and academic supports.

Priority Goal: Build champions in our community.



- Build 25 “champions” throughout the community to re-tell our story and invest key stakeholders in our growth
- Raise \$1.4m of philanthropy to support our schools and growth

During the first half of the year, we have been intentionally focused on building our “champions” throughout the community and re-sharing our story with a broad constituency. To support this focus, we hired a Communications Associate who is doing a phenomenal job with social media and our external materials.

Mike has overseen our development efforts which have led to some impressive successes. As of January, we have raised or have funds committed this year of over \$1m. Importantly, the Charter School Growth Fund has committed \$1.3m over the next 4 years to support Phase I of our growth plan (from 1 school to 4).

This December, we were one of 4 schools selected to be part of Denver Public Schools Next Generation Systems Initiative grant to the Bill & Melinda Gates Foundation to continue our work with personalized learning. While we won’t know the size of the grant until later this spring, we expect it to be a significant part of our fundraising this year.

Our focus for the spring is investing local funders in our first growth phase campaign and to try to secure multi-year commitments from our local funders. If we are able to do this successfully, we will be able to have clarity and lower the amount of uncertainty as we move forward.

Priority Goal: Build an exemplary data-driven culture across RMP.

- Score an 80 out of 100 on the data-driven instructional rubric

We have made good progress against our goal of creating a data-driven culture throughout RMP. Our score on the data-driven instructional rubric has increased from 49 in October to a 72 in December/January. Our NST team has developed a regular dashboard that helps inform strategic direction, and we have recently developed a school-leadership dashboard to do the same at the school level. Our finance committee has developed strongly and our academic committee is strengthening as well. Next year, we plan to add a Director of Data to the RMP team which will be an exciting support to take all this progress to the next level.

Priority Goal: Invest in our amazing teachers and leaders and build our strong team

- Recruit and select 45 amazing new teachers, fellows and leader positions by June 1

Now in January, our recruiting and hiring efforts are in full-swing. With the opening of our second school, we have a lot of teachers, fellows and leaders to hire! We have seen strong recruitment results with leadership and fellows, however haven’t seen the volume of applications that we would want at



this point for teachers. We have explored alternative strategies to boost recruitment efforts and have put many into place. We do have a strong class of fellows this year which will be an important part of our teacher pipeline.

During the first half of the year, we have also launched our first ever Leadership Study. This program is targeted at our strongest teacher-leaders who are looking to receive the support to expand their impact beyond their classrooms. We have had our first two half-day programs to date and have received very strong feedback from the program. Investing in our strongest teachers is one of our biggest priorities to prepare for successful growth.

As we prepare for opening our second school, we have spent a lot of time on enrollment and preparing for a new building. Enrollment is slower and tougher, however we are pouring a lot of time and energy into ensuring it is successful. I anticipate that we will be working on enrollment through the spring. Becca has done a great job of attacking the challenge with urgency.

The incubation space at Kepner is coming along well. We had our first shared campus meeting with representatives from all three schools (Compass, Kepner Legacy, RMP) which was productive and we're enthusiastic about the partnership. Progress has been slower with the long-term site. All Saints is still an appealing option, however DPS has not signed with them. Over the next month, I would like to work with our board to establish a firm timeline with DPS to identify and develop the LT site.

I look forward to seeing you all this coming Friday.

Sincerely,

James Cryan



ROCKY MOUNTAIN PREP

Board of Directors Meeting Agenda

Friday, January 23, 2015 at 7:30-9:00AM

7808 Cherry Creek S. Dr. 3-300 Denver, CO 80231

Time	Topic	Presenter(s)	Goal	Action Needed
7:30am	Consent Agenda & Minutes from last meeting Important Dates Review Next BOD Meeting: Friday April 24 at 7:30am <i>Schedule:</i> Spring Dinner	Scott	Good Governance	Vote
7:35am	Staff Report - Dashboard Review -Staff PEAK Awards - Academic Data (MAPs, STEP, Writing, Math) -Fundraising & Development update	James, Mike, Jen	Good Governance	Discuss
8:05am	Staff Report - Smart Growth Factors Review (RMP2) -Enrollment -School Leader -Facility	James, Mike, Becca	Smart Growth	Vote
8:30am	Finance Update -Budget -Monthly Update	Amy	Good Governance	Discuss
8:40am	Strategic Plan Update -Strategic Plan Changes -Financial Model	James, Amy	Good Governance	Discuss
9:00am	Adjourn	Scott	Good Governance	Adjourn