



BIG ROCK EDUCATIONAL SERVICES

# IMPACT REPORT

**2025**

Transforming schools, empowering leaders,  
and unlocking student success.

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## PARTNERSHIP AND PROGRESS: A LETTER FROM THE CO-FOUNDERS

Dear Partners,

Every day, educators and district leaders work to provide students with an education that ensures all students have the opportunity to succeed in school and life. At Big Rock Educational Services, our mission is to help educators deliver their promise of a high-quality education to every child. We are honored to work alongside them.

We have partnered with 350+ schools to strengthen leadership expertise, align around the Big Rocks that matter most, and move from inconsistent results to reliable, repeatable success. During the 2024-2025 school year, 81% of the schools we served improved their state

accountability rating, with an average campus increase exceeding 10 points.

Our work is straightforward: when leaders focus on the Big Rocks that matter most, schools transform and students thrive.

We are immensely grateful to the educators, principals, and district leaders who trusted us. Their courage to lead, adapt, and focus on student success is the true driver of every achievement in this report.

Looking forward, our commitment remains the same: to partner with schools and districts to deliver lasting, sustainable impact that continues to expand opportunity for all students.

With gratitude,



**MATT KHIRALLAH**  
Co-Founder &  
Head of Operations



**SCOTT HUDNOR**  
Co-Founder & Head  
of Program Design

# WHO WE ARE

## Our Story

Founded in 2014, Big Rock Educational Services (BRES) has partnered with more than 350 schools and thousands of leaders across the country. At the core of our mission is a simple belief: strong instructional leadership can unlock extraordinary student outcomes.

### OUR MISSION

**Our mission is to help educators deliver their promise of a high-quality education to every child. We believe school leadership teams are central to fulfilling this promise.**

**Through weekly accountability coaching and metrics-based goal setting, we empower school leadership teams with proven practices to dramatically improve student and staff experience.**

### WHAT WE BELIEVE

Our work is grounded in the belief that every student deserves the opportunity to access an excellent education and to fulfill their full potential. By building strong, sustainable school systems, we help ensure students are prepared to pursue the careers they choose, contribute to their communities, and thrive in life beyond school.

- Every student deserves access to an excellent education.
- With the right systems and support, schools can achieve at the highest levels.

“It is our goal to take what is ambiguous and make it clear and bite-sized, to take what feels impossible and make it possible. Just as our children deserve the very best educators, our educators deserve the very best from us. And this is what we bring to our work every day.”

**-KAREN SALERNO,  
STRATEGIC ADVISOR, BIG ROCK  
EDUCATIONAL SERVICES**

### THE BIG ROCK EFFECTIVE COACHING FRAMEWORK

The Big Rock Effective Coaching Framework emphasizes a continuous cycle of teaching, observing, planning, and collaboration to hone leadership expertise and accelerate impact.



#### Teach

Provide professional learning on the Big Rock systems, customized to meet the specific needs of your campus.



#### Observe, Real-Time Coach, and Debrief

Observe school leaders, leadership teams, or teachers in action. Offer real-time coaching, followed by debrief sessions to review data, identify strengths and growth opportunities relative to metrics-based goals, and agree on the highest-leverage actions for accelerating impact.



#### Co-Plan

Collaborate with school leaders and leadership teams to strategize, plan, and implement impactful actions that drive meaningful improvement.



#### Follow Up

Conduct follow-up to outline action steps, provide customized resources, and establish a timeline for next steps.

# WHAT SETS US APART

## Our Approach

We believe the best way to help schools succeed is by working side-by-side with district and campus leadership teams. Our approach is designed to build leadership expertise, align systems, and create sustainable change.



### Metrics-Based Approach

We establish clear, measurable goals and base our work on data and research-based best practices to track progress, drive precise results, and celebrate successes throughout.



### Collaborative Coaching

We act as an extension of your leadership team, collaborating with you on a weekly or bi-weekly basis to conduct classroom observations, analyze data, and support planning and data meetings.



### Customizable Support:

Our services are tailored to the specific priorities and needs of each school or district, ensuring alignment with your vision for transformational impact.



### Hands-On Resource Provision

We offer a comprehensive Big Rock Toolkit that includes proven systems and resources designed to support long-term capacity building for sustainable improvement.

Coaching sessions vary in duration from half-day to full-day, weekly or bi-weekly, and are designed to be high-touch, collaborative, and laser-focused on achieving outcomes.

## OUR 4-STEP PROCESS

### 1 Collaborate

Build trust and align with leaders on their priorities and vision.

### 2 Diagnose

Assess systems, practices, and outcomes to identify the highest-leverage areas for improvement.

### 3 Define

Establish clear, metrics-based goals and select the right Big Rocks to focus on.

### 4 Coach and Implement

Partner with leaders in the day-to-day work of applying proven systems, monitoring progress, and sustaining change.

## WHAT ARE THE BIG ROCKS?

A Big Rock refers to a campus-based system that has a high impact on student achievement.

### THESE BIG ROCKS INCLUDE:



Classroom Rigor & Curriculum Implementation



Observation & Feedback



Student Culture



Big Rock Prioritization & Implementation



Data-Driven Instruction

When schools focus on these priorities with dedication and consistency, student achievement rises, culture strengthens, and teacher retention improves.



## OUR PROGRAMS

BRES offers two dynamic flagship programs that ensure both campus leader and principal managers have the tools, support, and confidence to deliver sustainable results.



### Campus-Based Coaching

We offer a high-touch, high-impact, and results-oriented leadership development program for school leadership teams, including metrics-based coaching and customized professional development experiences. We work closely with your team weekly or bi-weekly, acting as both a coach and an extension of your leadership team.



### Executive Coaching for Principal Managers

We offer evidence-driven coaching through a comprehensive Principal Manager Toolkit that equips principal managers to coach principals using metrics-based, data-informed decisions and proven, results-oriented coaching moves. The toolkit also trains principal managers to coach in the same collaborative, evidence-driven style as BRES coaches, ensuring consistency and fidelity across coaching practices.

# OVER THE YEARS

# Our Reach

## 8 STATES PLUS DC

### Texas

- Accelerating Campus Excellence
- Advantage Academy Charter Schools
- Aldine Independent School District
- Angleton Independent School District
- Banquete Independent School District
- Beaumont Independent School District
- Beta Academy
- Crowley Independent School District
- Dallas Independent School District
- Desoto Independent School District
- Ector County Independent School District
- Edgewood Independent School District
- Empower Schools
- Fort Worth Independent School District
- George I. Sanchez Charter Schools
- International Leadership of Texas
- Irving Independent School District
- Jubilee Academies
- KIPP Texas – Dallas–Fort Worth
- Lancaster Independent School District
- Laredo Independent School District
- Legacy Preparatory Charter Academy
- Lubbock Independent School District
- Midlothian Independent School District
- Pflugerville Independent

### School District

- Plainview Independent School District
- Region 13 Education Service Center
- Richardson Independent School District
- Teaching Trust
- Terrell Independent School District
- Texas Charter Schools Association
- Texas Public Charter Schools
- Valor Education

### California

- Equitas Academy

### Louisiana

- Evangeline Reimagine Academy

### Minnesota

- Harvest Best Academy

### Maryland

- Maryland State Department of Education

### New York

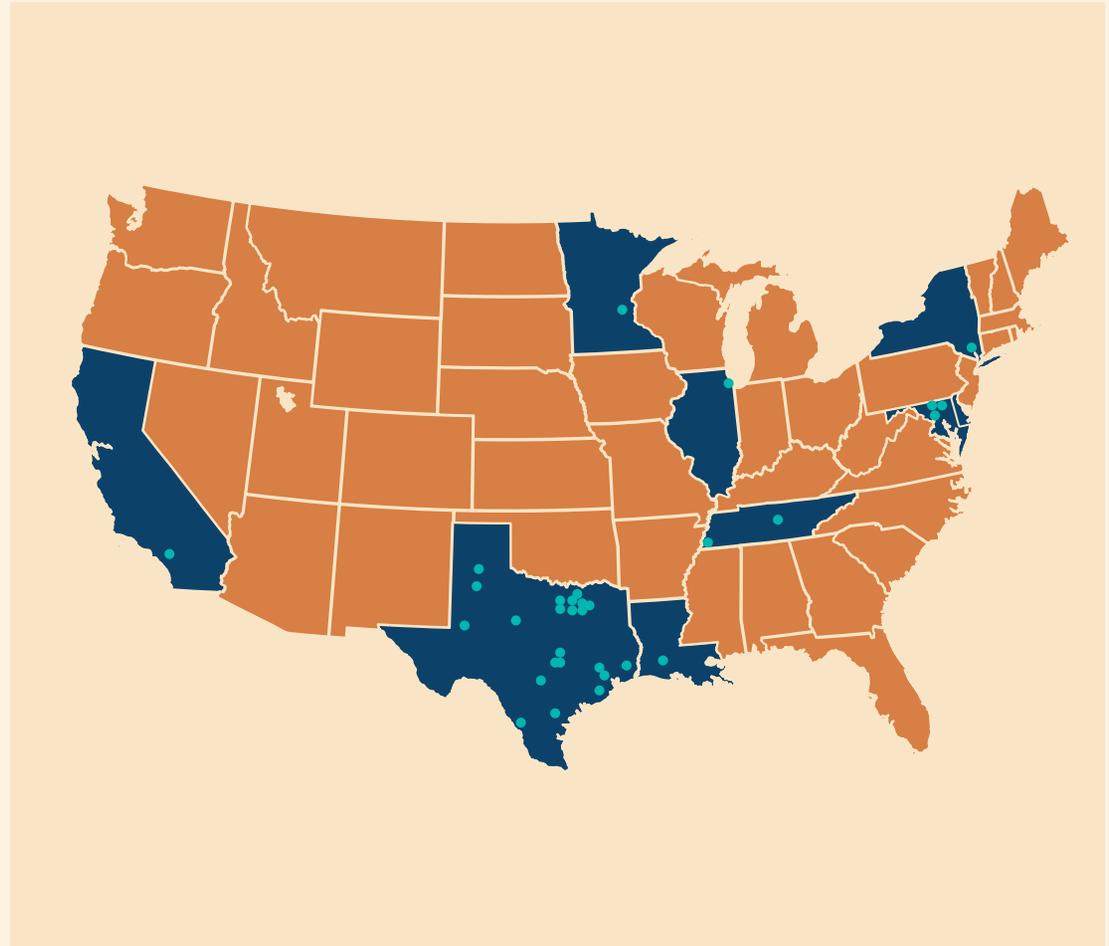
- Teach For America

### Tennessee

- KIPP Memphis Collegiate Schools
- Lead Public School

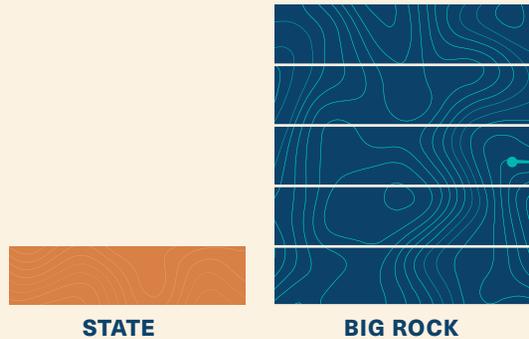
### Washington, D.C.

- DC Bilingual Public Charter School



## OUR IMPACT: 2024-2025

### Exceptional Performance



Big Rock Educational Services campuses also demonstrated exceptional overall performance relative to the state average.

**5X** ACHIEVED AN A OR B RATING

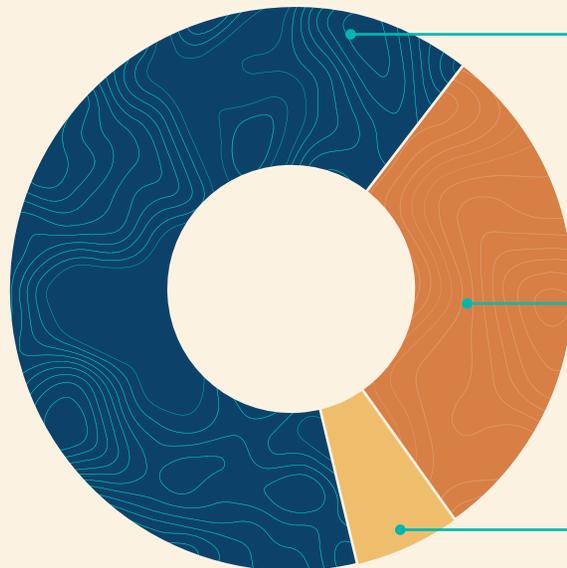
as many of the campuses we worked with achieved an A or B rating compared to the rate of the state average.



**+10 pts**

on average were gained across all campuses

### Across Campuses Served



**65%** BY AT LEAST ONE LETTER GRADE

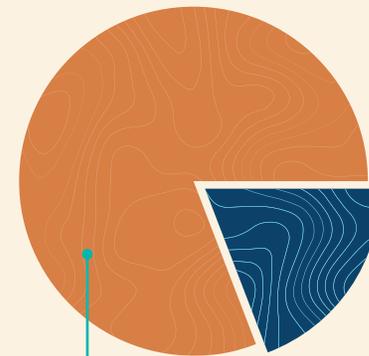
improved by at least one letter grade. This contrasts sharply with the statewide results, in which just 31% of campuses improved their accountability letter grade.

**30%** BY AT LEAST TWO LETTER GRADES

partner campuses improved by at least two letter grades and an exceptional subset achieved a remarkable gain of three letter grades.

**6%** BY AT LEAST THREE LETTER GRADES

achieved a remarkable gain of three letter grades.



**81%**

of Big Rock Educational Services partner campuses increased their accountability score

## OUR IMPACT

(Continued)

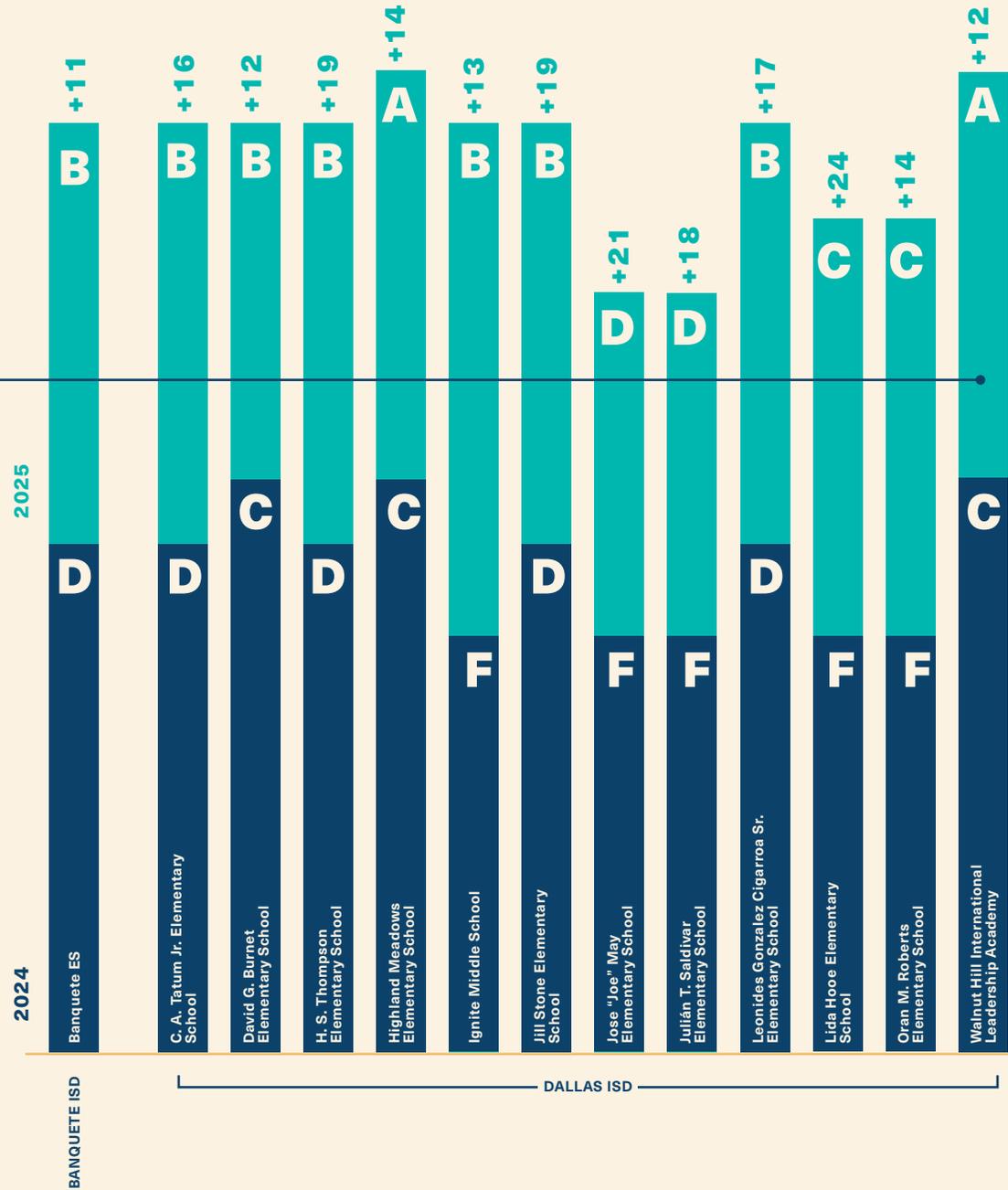


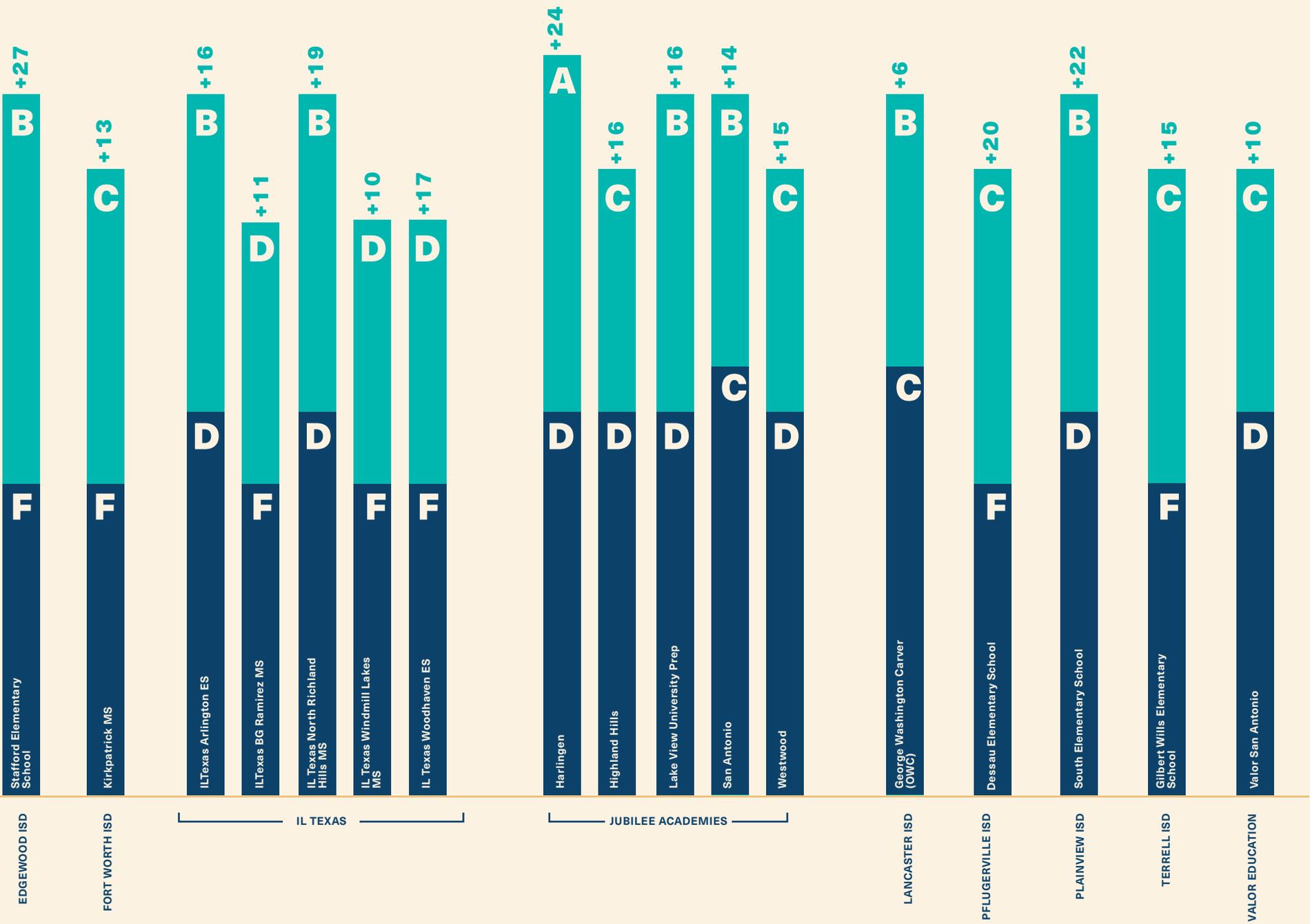
### AWARDED SCHOOL

Walnut Hill International Leadership Academy was designated as a 2024–25 Top 10 North Texas Area Gold Ribbon Elementary School. Children at Risk’s Gold Ribbon award recognizes high-performing public schools serving a majority of low-income students (over 75% economically disadvantaged) that still achieve top grades (A or B) in their annual rankings, highlighting that poverty doesn’t prevent academic success and showcasing models for others to follow.

### CAMPUSES WITH LETTER GRADE GROWTH IN 2024-25

These numbers tell a larger story: campuses that once failed are now earning C’s, B’s, and A’s. For funders and district leaders, these numbers demonstrate an invaluable return on investment and proof that these programs deliver replicable success. For students, they mean classrooms filled with rigor, opportunity, and joy.





## STORIES OF TRANSFORMATION:

# Gilbert-Willie Sr. Elementary School



### A SYSTEMS-DRIVEN TURNAROUND

Gilbert-Willie Sr. Elementary entered the 2024–25 school year as an F-rated campus with a new principal, newly adopted High Quality Instructional Materials (HQIM), and an inconsistent campus culture.

Terrell ISD partnered with Big Rock Educational Services to establish clear, leader-owned structures that would drive strong instruction, engaged classrooms, and sustainable schoolwide systems.

By the end of the year, the campus increased its accountability score by 15 points, moving from F to C, transformed its classroom culture, and built a leadership team capable of driving continuous improvement.

#### Big Rock Educational Services' Approach

Big Rock Educational Services partnered with leaders through weekly, full-day coaching sessions, working side-by-side to implement two foundational, high impact Big Rocks: Student Culture and Classroom Rigor.

### Key components included:

#### 1 CULTURE SYSTEMS THAT DRIVE ENGAGEMENT

Using Big Rock Educational Services' Classroom Management Hierarchy, the leadership team learned to name, model, and coach teachers on five bite-sized teacher actions named on the hierarchy. Classrooms became effective learning environments with students annotating their work, referencing anchor charts, and most importantly, remaining actively engaged throughout the lesson.

“When kids are truly engaged, they access the content. That's what changes outcomes.”

—MIGUEL ORTEGA, LEADERSHIP COACH, BIG ROCK EDUCATIONAL SERVICES

#### 2 HIGH-QUALITY PLC PLANNING FOR EUREKA MATH TEKS EDITION

Big Rock Educational Services coaches use the Big Rock Classroom Rigor Planning Meeting rubric to codify the highest-leverage leader moves that ensure planning meetings are highly effective. The rubric identifies

### IMPACT

IN ONE SCHOOL YEAR

F

C

**+15 pts** increase in accountability score by the end of the year



four core components of an effective planning meeting, presents them in a clear, actionable order, and provides a practical taxonomy leaders can use to guide and measure their practice.

Leaders learned to:

- Break down high-leverage TEKS
- Align TEKS to Eureka Math TEKS Edition modules
- Prepare teachers to annotate and script lesson delivery
- Prepare teachers for rigorous, internalized instruction through intentional practice

Big Rock Educational Services coaches used its Classroom Rigor Planning Meeting Rubric to help leaders make clear, evidence-based decisions about what to prioritize and how to coach their teachers.

### 3 RIGOR WALKS + REAL-TIME COACHING

Big Rock Educational Services helped leaders accelerate improvement by quickly identifying gaps, practicing targeted coaching moves, and planning same-week follow-up with teachers.

Leaders and coaches set metrics-based goals to ensure continuous improvement and accountability for student outcomes. Together with a Big Rock

coach, leaders planned and rehearsed planning meetings, then recorded their actual facilitation for review. Coaches used Big Rock's rubrics to deliver high-leverage feedback.

Throughout the week, leaders and coaches co-led rigor walks to compare planned instruction with classroom practice and refine next steps.

### 4 BUILDING SYSTEMWIDE SUSTAINABILITY

Both campus and district leaders emphasized that the most transformational shift was that the system, not any one person, is now driving results.

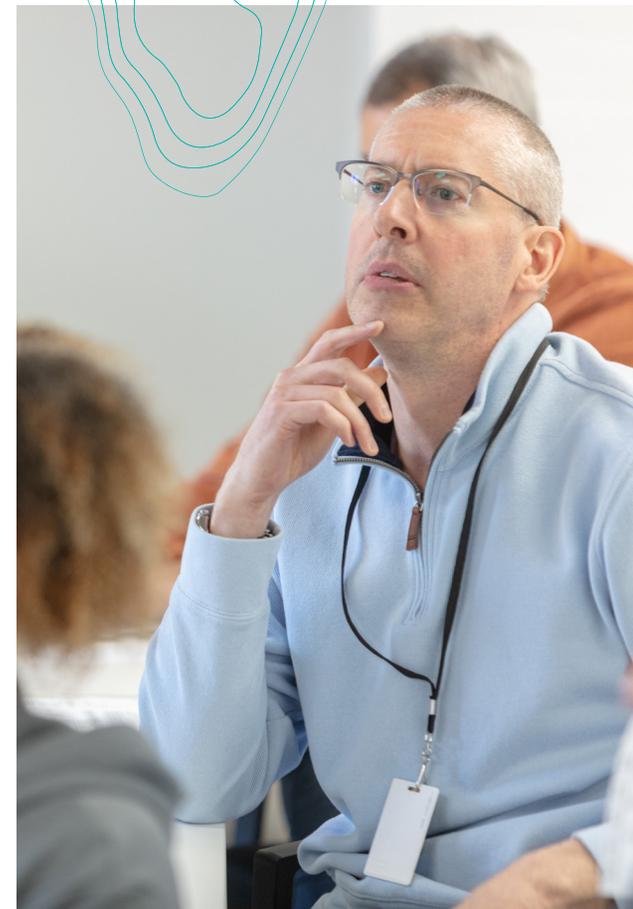
“When I work with partners, it's because they do something no one else does—and Big Rock has consistently operated at that level across every role I've held. Their coaching is evidence-based, precise, and rooted in clear rubrics that help leaders actually name, practice, and implement the behaviors that shift instruction. I've watched them change practice through real modeling and bite-sized action steps, not theory. I've yet to find another partner that does this work to that degree.”

—DR. TRACIE WASHINGTON, DEPUTY SUPERINTENDENT OF LEADING AND LEARNING, TERRELL ISD.

### Looking Ahead

Leaders are positioned to sustain and scale this work across the campus and across the district.

The Gilbert-Willie transformation demonstrates what becomes possible when leaders have clear systems, real-time coaching, and a partner committed to doing the work side-by-side with them.



# STORIES OF TRANSFORMATION: Jubilee Academies District



## BUILDING INSTRUCTIONAL LEADERS ACROSS A DISTRICT

When Dr. Atikah Shemshack joined Jubilee Academies in 2023, she stepped into a pivotal moment for the district. Jubilee was preparing for a high-stakes charter renewal year while navigating significant academic challenges: two campuses rated F and five rated D across the district. Guided by a deep commitment to serving every Jubilee student, Dr. Shemshack set out to lead a districtwide transformation focused on strengthening instruction, stabilizing school culture, and building sustainable systems for long-term success.

### One year later, Jubilee is a different district:

- 94% of students were authentically engaged during classroom observations
- ELA growth outpaced the state in 94% of performance levels
- Multiple campuses made double-digit accountability gains, including a 31-point increase

- The district achieved its first B rating in 25 years
- Decline in District-Wide Suspension and Expulsion Rates
- In-School Suspension: 80% decrease
- Expulsions: 50% decrease
- Out-of-School Suspension and Discretionary Removals: 50–80% Reduction

Jubilee’s turnaround is now anchored in districtwide systems, clear expectations, and leaders who know how to coach their teachers toward rigorous, high-quality instruction.

### Big Rock Educational Services’ Approach

Big Rock Educational Services partnered with Jubilee Academies to build aligned, districtwide systems focused on the Student Culture and Classroom Rigor Big Rocks, beginning with clear expectations and high-frequency coaching.

## IMPACT

IN ONE SCHOOL YEAR

C

B

+11 pts

Individual campus gains:  
+24, +16, +15, +14 increase  
in accountability score

## 1 WEEKLY LEADERSHIP COACHING WITH A DISTRICTWIDE CADENCE

- One Big Rock Educational Services coach is assigned to each of Jubilee's nine campuses
- Weekly principal coaching
- Bi-weekly coaching alignment meetings with the superintendent and principal managers
- This intentional partnership ensured that every campus moved toward the same district vision.

## 2 CULTURE & CLASSROOM MANAGEMENT

Through coaching on the Student Culture Big Rock and utilizing the Big Rock Classroom Management Hierarchy, Big Rock Educational Services helped leaders clearly define what authentic student engagement looks and sounds like. Leaders boosted student engagement, reinforced accountability, and sustained uninterrupted, high-quality instruction.

## 3 RIGOR & HQIM IMPLEMENTATION

Big Rock Educational Services supported leaders in unpacking high-quality instructional materials and delivering planning meetings with alignment, clarity, and confidence.

“The biggest change is confidence. Leaders can now spot gaps in teaching and learning, gaps in academic data, and name what needs to change.”

—JOHN CELESTIN, LEADERSHIP COACH, BIG ROCK EDUCATIONAL SERVICES

## 4 A TRUE PARTNERSHIP

Big Rock Educational Services isn't a consultant to us. They are part of my team. They step in with clarity, enforce expectations, and keep our leaders focused on the work that matters most: instruction. What changed our district is that they didn't shift students — they shifted adults. We didn't replace our teachers or our kids; we trained our leaders, and the outcomes changed.

—DR. ATIKAH SHEMSHACK, SUPERINTENDENT, JUBILEE ACADEMIES

## Looking Ahead

Jubilee's journey shows what becomes possible when a district hones leadership expertise, commits to focusing on high-impact Big Rock Systems, aligns systems across campuses, and focuses relentlessly on the adult actions that drive student learning. With culture foundations in place and rigor systems strengthening across content areas, Jubilee is positioned to continue rewriting what's possible for the students and families they serve.



## WHY CHOOSE US

# Big Rock Educational Services



### A PROVEN, RESEARCH-ALIGNED PARTNER IN SUSTAINABLE SCHOOL IMPROVEMENT

Big Rock Educational Services delivers consistent, measurable results across diverse school contexts, from turnaround campuses, large charter networks, and traditional public school districts. Our partners routinely see improvements in classroom culture, instructional rigor, and accountability ratings because our systems are designed to work in real-life schools with real-life challenges.

### EVIDENCE-BASED APPROACH

Big Rock Educational Services translates research around effective teaching and instructional coaching into everyday practice that improves learning for all students. Our work is grounded in research and frameworks, including those of Elena Aguilar, Paul Bambrick-Santoyo, Zaretta Hammond, Doug Lemov, and Jon Saphier.

“ It's truly about the system. Even if a leader leaves, the system is still there.

-TIFFANIE GOUDY, TERRELL ISD

**We bring these frameworks to life through:**

- Precise, high-quality coaching rubrics
- Standards-aligned planning systems
- Deep expertise in the implementation of HQIM
- Observable look-fors that leaders and teachers can implement immediately
- Practices that increase engagement and belonging across diverse classrooms

**INTENSIVE AND CUSTOM COACHING**

Our weekly coaching model is one of the most intensive in the field with up to **66 sessions per school leadership team, each year** because frequency and side-by-side coaching matters.



Big Rock Educational Services is a TEA approved provider for LASO Cycle 4 LIFT (Leadership & Instructional Foundations for Texas).

**LET'S UNLOCK WHAT'S POSSIBLE FOR YOUR SCHOOLS**



**A Future Built on Clarity, Consistency, and Capacity**

Transformational change in schools can happen faster than many believe. When leaders have clear systems, frequent coaching, and meaningful support, student learning changes quickly and sustainably. We've seen districts move from uncertainty to stability, from low expectations to high engagement, and from D/F ratings to B and A campuses in under two years.

Transformation doesn't require a different set of kids; it requires adults who are prepared to lead them with an aligned set of systems that prioritize the Big Rocks.

**Partner With Big Rock Educational Services**

Whether you're navigating a turnaround, building instructional leadership, or strengthening systems, we're ready to work beside you.

**SCHEDULE A CONSULTATION:**

🌐 Visit [www.bigrockeducation.com](http://www.bigrockeducation.com)

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