Horace Mann Elementary School
School Accountability Report Card
Reported Using Data from the 2018-19 School Year
Published During 2019-20

By February 1 of each year, every school in California is required by state law to publish a School Accountability Report Card (SARC). The SARC contains information about the condition and performance of each California public school. Under the Local Control Funding Formula (LCFF) all local educational agencies (LEAs) are required to prepare a Local Control and Accountability Plan (LCAP), which describes how they intend to meet annual school-specific goals for all pupils, with specific activities to address state and local priorities. Additionally, data reported in an LCAP is to be consistent with data reported in the SARC.

• For more information about SARC requirements, see the California Department of Education (CDE) SARC web page at https://www.cde.ca.gov/ta/ac/sa/.
• For more information about the LCFF or LCAP, see the CDE LCFF web page at https://www.cde.ca.gov/fg/aa/lc/.
• For additional information about the school, parents/guardians and community members should contact the school principal or the district office.

DataQuest
DataQuest is an online data tool located on the CDE DataQuest web page at https://dq.cde.ca.gov/dataquest/ that contains additional information about this school and comparisons of the school to the district and the county. Specifically, DataQuest is a dynamic system that provides reports for accountability (e.g., test data, enrollment, high school graduates, dropouts, course enrollments, staffing, and data regarding English learners).

Internet Access
Internet access is available at public libraries and other locations that are publicly accessible (e.g., the California State Library). Access to the Internet at libraries and public locations is generally provided on a first-come, first-served basis. Other use restrictions may include the hours of operation, the length of time that a workstation may be used (depending on availability), the types of software programs available on a workstation, and the ability to print documents.

About This School

School Contact Information (School Year 2019-20)

Entity	Contact Information
School Name	Horace Mann Elementary School
Street	2710 Niles Street
City, State, Zip	Bakersfield, CA 93306
Phone Number	(661) 631-5360
Principal	Russell Gayer
Email Address	gayerr@bcsd.com
Website	http://horacemann.bcsd.com/
County-District-School (CDS) Code	15-63321-6008981

Entity	Contact Information
District Name	Bakersfield City School District
Phone Number	661-631-4600
Superintendent	Doc Ervin
Email Address	supt@bcsd.com
Website	www.bcsd.com

School Description and Mission Statement (School Year 2019-20)

The School Accountability Report Card was established by Proposition 98, an initiative passed by California voters. As you read the Report Card, you will gain a better understanding of Horace Mann Elementary as a school with a commitment towards academic achievement and continuous improvement, a faculty that is professionally skilled and personally committed to meeting the learning needs of students, and a student body that is enthusiastic and motivated to achieve to their fullest potential.

At Horace Mann School we believe that:
- A strong academic background is essential for all students to have successful and productive lives.
- Teachers, administrators, parents and the community share the responsibility for advancing the school's mission.
- Students learn in different ways and should be provided with a variety of instructional approaches to support their learning.
- A safe, attractive and physically comfortable environment promotes student learning.
- The commitment to continuous improvement is imperative if our school is going to enable students to become confident, self-directed learners.

* Parents are the child's first teacher and we will do all we can to support the needs of families, provide training and opportunities for them to be a part of the education for their child.

The mission of Horace Mann School is to create a learning community where individuality is valued and students are motivated to learn the necessary skills to become productive citizens in an ever-changing society.

Narrative is developed and provided by the LEA.

Suggested questions that may be answered include:

- Horace Mann is unique because it is one of the oldest standing schools in the Bakersfield City School District. Opened first in 1927, it has withstood the test of time, undergone major remodels, leadership and personnel. The one thing that remains the same is the commitment to excellence in academics, efforts to support families and leadership that focuses on student achievement.

- Horace Mann goals for the coming year are to raise tests scores in not only state assessments in Reading and Math but to also raise achievement levels in formative assessments along the way. We aim to gain +3 points toward the state standards and grow 10% in reading and math on STAR tests. We also have goals to increase attendance percentages and lower the number of chronic absenteeism.
- Progress indicators will include District formative assessment results, increased attendance and lowering chronic absenteeism.
- Attendance will be monitored daily and chronic absenteeism will be monitored weekly. Assessments will be monitored quarterly by the District data management tools.

- The School will focus on good first instruction for students being key. We will monitor and assess students as needed for the MTSS process to rule out disabilities and institute early intervention. Students will be using Accelerated Reader, STAR reading and math to help achieve academic goals and students needing intensive intervention in reading will join a reading group with the intervention specialist. Teachers will be provided opportunities for cognitive coaching with the Academic Program Leader and the Academic Coach. The Academic Program Leader and the Academic Coach will model lessons, make observations and deliver cognitive feedback to help teachers remain focused on the accurate delivery of content knowledge, lesson planning, behavior management and assessment.

Student Enrollment by Grade Level (School Year 2018-19)

Grade Level	Number of Students
Kindergarten	155
Grade 1	130
Grade 2	122
Grade 3	119
Grade 4	115
Grade 5	132
Total Enrollment	773

Student Enrollment by Group (School Year 2018-19)

Student Group	Percent of Total Enrollment
Black or African American	4.5
American Indian or Alaska Native	1
Asian	0.1
Hispanic or Latino	88.6
White	4.7
Two or More Races	1
Socioeconomically Disadvantaged	97
English Learners	40.1
Students with Disabilities	6.5
Foster Youth	0.4
Homeless	3.4

A. Conditions of Learning

State Priority: Basic
The SARC provides the following information relevant to the State priority: Basic (Priority 1):
- Degree to which teachers are appropriately assigned and fully credentialed in the subject area and for the pupils they are teaching;
- Pupils have access to standards-aligned instructional materials; and
- School facilities are maintained in good repair

Teacher Credentials

Teachers	School 2017-18	School 2018-19	School 2019-20	District 2019-20
With Full Credential	38	37		
Without Full Credential	2	3		
Teaching Outside Subject Area of Competence (with full credential)	1	0		

Teacher Misassignments and Vacant Teacher Positions

Indicator	2017-18	2018-19	2019-20
Misassignments of Teachers of English Learners	0	0	
Total Teacher Misassignments*	0	0	
Vacant Teacher Positions	0	0	

Note: "Misassignments" refers to the number of positions filled by teachers who lack legal authorization to teach that grade level, subject area, student group, etc.
*Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.

Quality, Currency, Availability of Textbooks and Instructional Materials (School Year 2019-20)

Year and month in which data were collected: September, 2019

Every student is provided with sufficient and standards-aligned textbooks or other instructional materials.

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	Grades TK-5: Benchmark Education Company, Benchmark Advance California; Benchmark Adelante California, 2018 Grades 6-8: McGraw Hill, Study Sync, 2018 Grades TK-5: Benchmark Education Company, Benchmark Advance (How English Works) (ELD), 2018	Yes	0%
Mathematics	Grades K-5: McGraw Hill, McGraw Hill My Math, 2013 Grades 6-8: McGraw Hill, McGraw Hill California Math, Courses 1-3, 2013 Grade 7: McGraw Hill, Glencoe Math Accelerated, 2013 Grade 8: McGraw Hill, Glencoe Algebra 1, 2013	Yes	0%

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Science	Grades K-5: Houghton Mifflin, Houghton Mifflin California Science, 2007 Grades 6-8: Holt, Rinehart & Winston, Holt California Science: Earth, Life and Physical Science, 2007	Yes	0%
History-Social Science	Grades K-5: Harcourt School Publishers, Reflections, 2007 Grade 6: Holt, Rinehart & Winston, Holt California Social Studies: World History, Ancient Civilizations, 2006 Grade 7: Holt, Rinehart & Winston, Holt California Social Studies: World History Medieval to Early Modern Times, 2006 Grade 8: Holt, Rinehart & Winston, Holt California Social Studies: United States History Independence to 1914, 2006	Yes	0%
Visual and Performing Arts	Grades TK-6 (Elementary): The California Arts Project, BCSD Course of Study TK-5 (Online), 2019 Grades 6-8 (Jr Hi/Middle School): Pearson Scott Foresman, Pearson/Scott Foresman, Art, 2007 Grades 6-8: Silver Burdett, Silver Burdett Making Music, 2007	Yes	0%

School Facility Conditions and Planned Improvements (Most Recent Year)

Horace Mann School was built in 1930 and modernized in 1991. It sits on 11.85 acres of which 6.65 acres is playground. This school has 43 classrooms, a multi-purpose facility, library, pre-k classroom, instructional materials center, after school program room, staff lounge, speech room, academic coach room, learning lab and a parent center. The campus also has a staff lounge.

The custodial staff adheres to a weekly cleaning schedule that includes classrooms, restrooms, cafeteria and kitchen areas.

The District's Mobile Maintenance Team visits the school site at least twice a year. Maintenance emergencies are addressed immediately. District personnel maintain the grounds at least once every two weeks.

This site also is maintained to ensure a clean, safe, and functional facility as determined pursuant to a Facility Inspection Tool developed by the State of California Office of Public School Construction. District Funds were used to provide and install 3 new modular classroom for expansion to 6th grade.

School Facility Good Repair Status (Most Recent Year)

Using the **most recently collected** FIT data (or equivalent), provide the following:
- Determination of repair status for systems listed
- Description of any needed maintenance to ensure good repair
- The year and month in which the data were collected
- The overall rating

Year and month of the most recent FIT report: 09/16/2019

System Inspected	Rating	Repair Needed and Action Taken or Planned
Systems: Gas Leaks, Mechanical/HVAC, Sewer	Good	
Interior: Interior Surfaces	Good	
Cleanliness: Overall Cleanliness, Pest/ Vermin Infestation	Good	
Electrical: Electrical	Good	
Restrooms/Fountains: Restrooms, Sinks/ Fountains	Good	
Safety: Fire Safety, Hazardous Materials	Good	
Structural: Structural Damage, Roofs	Good	
External: Playground/School Grounds, Windows/ Doors/Gates/Fences	Good	
Overall Rating	**Exemplary**	

B. Pupil Outcomes

State Priority: Pupil Achievement

The SARC provides the following information relevant to the State priority: Pupil Achievement (Priority 4):

- **Statewide assessments** (i.e., California Assessment of Student Performance and Progress [CAASPP] System, which includes the Smarter Balanced Summative Assessments for students in the general education population and the California Alternate Assessments [CAAs] for English language arts/literacy [ELA] and mathematics given in grades three through eight and grade eleven. Only eligible students may participate in the administration of the CAAs. CAAs items are aligned with alternate achievement standards, which are linked with the Common Core State Standards [CCSS] for students with the most significant cognitive disabilities); and
- The percentage of students who have successfully completed courses that satisfy the requirements for entrance to the University of California and the California State University, or career technical education sequences or programs of study.

CAASPP Test Results in ELA and Mathematics for All Students
Grades Three through Eight and Grade Eleven
Percentage of Students Meeting or Exceeding the State Standard

Subject	School 2017-18	School 2018-19	District 2017-18	District 2018-19	State 2017-18	State 2018-19
English Language Arts/Literacy (grades 3-8 and 11)	33	36	35	36	50	50
Mathematics (grades 3-8 and 11)	25	23	23	22	38	39

Note: Percentages are not calculated when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: ELA and mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

CAASPP Test Results in ELA by Student Group
Grades Three through Eight and Grade Eleven (School Year 2018-19)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	364	359	98.63	1.37	36.49
Male	185	181	97.84	2.16	37.02
Female	179	178	99.44	0.56	35.96
Black or African American	15	14	93.33	6.67	42.86
American Indian or Alaska Native	--	--	--	--	--
Asian	--	--	--	--	--
Filipino					
Hispanic or Latino	329	326	99.09	0.91	35.58
Native Hawaiian or Pacific Islander					
White	11	10	90.91	9.09	50.00

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Two or More Races	--	--	--	--	--
Socioeconomically Disadvantaged	353	349	98.87	1.13	35.82
English Learners	206	203	98.54	1.46	31.03
Students with Disabilities	37	36	97.30	2.70	2.78
Students Receiving Migrant Education Services	19	19	100.00	0.00	36.84
Foster Youth	--	--	--	--	--
Homeless	14	14	100.00	0.00	28.57

Note: ELA test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using only students who received scores.

CAASPP Test Results in Mathematics by Student Group
Grades Three through Eight and Grade Eleven (School Year 2018-19)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	364	356	97.80	2.20	22.75
Male	185	180	97.30	2.70	28.89
Female	179	176	98.32	1.68	16.48
Black or African American	15	14	93.33	6.67	21.43
American Indian or Alaska Native	--	--	--	--	--
Asian	--	--	--	--	--
Filipino					
Hispanic or Latino	329	323	98.18	1.82	23.22
Native Hawaiian or Pacific Islander					
White	11	10	90.91	9.09	10.00
Two or More Races	--	--	--	--	--
Socioeconomically Disadvantaged	353	346	98.02	1.98	22.83
English Learners	206	203	98.54	1.46	22.17
Students with Disabilities	37	34	91.89	8.11	0.00
Students Receiving Migrant Education Services	19	17	89.47	10.53	23.53

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Foster Youth	--	--	--	--	--
Homeless	14	13	92.86	7.14	23.08

Note: Mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using only students who received scores.

CAASPP Test Results in Science for All Students
Grades Five, Eight, and Ten
Percentage of Students Meeting or Exceeding the State Standard

Subject	School 2017-18	School 2018-19	District 2017-18	District 2018-19	State 2017-18	State 2018-19
Science (grades 5, 8 and high school)	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cells with N/A values do not require data.

Note: This is a placeholder for the California Science Test (CAST) which was administered operationally during the 2018-19 school year. However, these data are not available for inclusion in the 2018-19 SARC posting due February 1, 2020. These data will be included in the 2019-20 SARC posting due February 1, 2021.

State Priority: Other Pupil Outcomes
The SARC provides the following information relevant to the State priority: Other Pupil Outcomes (Priority 8):

• Pupil outcomes in the subject areas of physical education.

California Physical Fitness Test Results (School Year 2018-19)

Grade Level	Percentage of Students Meeting Four of Six Fitness Standards	Percentage of Students Meeting Five of Six Fitness Standards	Percentage of Students Meeting Six of Six Fitness Standards
5	23.8	14.3	14.3

Note: Percentages are not calculated and double dashes (--) appear in the table when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

C. Engagement

State Priority: Parental Involvement
The SARC provides the following information relevant to the State priority: Parental Involvement (Priority 3):

• Efforts the school district makes to seek parent input in making decisions for the school district and each school site.

Opportunities for Parental Involvement (School Year 2019-20)

Horace Mann implements a school-parent compact with all parents. This compact is a three-part commitment that details what our school, parents, and students pledge to ensure that each child achieves success at school. Each school-home compact is individualized to the specific needs of our students. Parents receive communication through the following methods:
- At the beginning of the school year a Back to School Night is held where parents are given information about student expectations, Title I and how to become involved in school.
- The school publishes Parent Newsletters and Monthly calendars to keep parents abreast of all school activities. The school website also contains information and links to websites that are beneficial for their students.
- Parents have the opportunity to attend Parent/Teacher Conferences in the fall and schedule informal meetings with teachers and or the Principal as needed.
- Parents can utilize the Parent Center as a resource for learning including using and learning about technology. The Parent Center is open daily.
- All school-to-home communications are provided in both English and Spanish.
- Family Picnic Days are held several times a year as well and quarterly academic evenings.
- A Helping Hands Hour is held every month for parents to help prepare materials for classrooms.
- PTA holds monthly meetings on the first Thursday of the month.
- Parent Cafes are held monthly to answer parents questions and concerns and share information with parents and families.
- Our School Site Council and appropriate parent groups oversee the implementation of the school plan.

* We have a functioning ELAC that meets quarterly.

Parents can call our school office at (661) 631-5360 to access information concerning participation opportunities.

State Priority: School Climate
The SARC provides the following information relevant to the State priority: School Climate (Priority 6):

• Pupil suspension rates;
• Pupil expulsion rates; and
• Other local measures on the sense of safety.

Suspensions and Expulsions

Rate	School 2016-17	School 2017-18	School 2018-19	District 2016-17	District 2017-18	District 2018-19	State 2016-17	State 2017-18	State 2018-19
Suspensions	0.9	1.1	0.6	2.1	2.3	2.1	3.6	3.5	3.5
Expulsions	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1

School Safety Plan (School Year 2019-20)

Horace Mann established its Comprehensive School Safety Plan in 1998. A law enforcement officer specializing in safety provided direction in the establishment of the School Safety Plan. Horace Mann's School Safety Plan is current and is updated annually. Key elements of Horace Mann's School Safety Plan include the following: (a) routine and emergency disaster procedures; (b) suspension, and expulsion procedures; (c) teacher notification of pupils with a specific discipline history; (d) child abuse reporting procedures, (e) the district's sexual harassment policy; (f) school crime data; (g) the student dress code; (h) safe entrance and exit procedures; (i) the civil defense and disaster plan; and (j) discipline rules and procedures. Our overall goal is to maintain a safe and orderly school environment conducive to learning. Horace Mann updates the Comprehensive School Safety Plan yearly. There is a public forum and a letter of invite is sent to the community which includes the Mayor of Bakersfield, CTA President, Student Council President, PTA President, and BETA President.   On February 25, 2020, the Comprehensive School Safety Plan is slated to be approved.

D. Other SARC Information

The information in this section is required to be in the SARC but is not included in the state priorities for LCFF.

Average Class Size and Class Size Distribution (Elementary)

Grade Level	2016-17 Average Class Size	2016-17 # of Classes* Size 1-20	2016-17 # of Classes* Size 21-32	2016-17 # of Classes* Size 33+	2017-18 Average Class Size	2017-18 # of Classes* Size 1-20	2017-18 # of Classes* Size 21-32	2017-18 # of Classes* Size 33+	2018-19 Average Class Size	2018-19 # of Classes* Size 1-20	2018-19 # of Classes* Size 21-32	2018-19 # of Classes* Size 33+
K	20	4	5		16	4	6		19	4	4	
1	20	4	3		23		6		22	2	4	
2	24		6		23		6		20	3	3	
3	23		6		21	2	4		17	5	2	
4	31		5		27		5		23		5	
5	31		4		25	1	5		22	1	5	
Other**	3	1			2	1						

*Number of classes indicates how many classes fall into each size category (a range of total students per class).
** "Other" category is for multi-grade level classes.

Ratio of Academic Counselors to Pupils (School Year 2018-19)

Title	Ratio
Academic Counselors*	.0

*One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

Student Support Services Staff (School Year 2018-19)

Title	Number of FTE* Assigned to School
Counselor (Academic, Social/Behavioral or Career Development)	
Library Media Teacher (Librarian)	
Library Media Services Staff (Paraprofessional)	
Psychologist	
Social Worker	
Speech/Language/Hearing Specialist	
Resource Specialist (non-teaching)	2.0

*One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2017-18)

Level	Total Expenditures Per Pupil	Expenditures Per Pupil (Restricted)	Expenditures Per Pupil (Unrestricted)	Average Teacher Salary
School Site	$7,952	$1,301	$6,651	$73,205
District	N/A	N/A	$3,176	$72,033.00
Percent Difference - School Site and District	N/A	N/A	70.7	1.6
State	N/A	N/A	$7,506.64	$82,663.00
Percent Difference - School Site and State	N/A	N/A	-12.1	-12.1

Note: Cells with N/A values do not require data.

The California Department of Education issued guidance to LEAs on August 1, 2018, regarding how to calculate school-level per-pupil expenditures that will be reported on 2018-19 report cards.

Types of Services Funded (Fiscal Year 2018-19)

TITLE I
After School Program
Migrant Ed.
State Pre-K
Special Ed.
FFVP
School Site Supplemental Funds
NSLP

Teacher and Administrative Salaries (Fiscal Year 2017-18)

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	$48,021	$45,741
Mid-Range Teacher Salary	$72,393	$81,840
Highest Teacher Salary	$93,341	$102,065
Average Principal Salary (Elementary)	$134,518	$129,221
Average Principal Salary (Middle)	$133,064	$132,874
Average Principal Salary (High)	$0	$128,660
Superintendent Salary	$241,020	$224,581
Percent of Budget for Teacher Salaries	31%	36%
Percent of Budget for Administrative Salaries	4%	5%

For detailed information on salaries, see the CDE Certificated Salaries & Benefits web page at https://www.cde.ca.gov/ds/fd/cs/.

Professional Development (Most Recent Three Years)

Measure	2017-18	2018-19	2019-20
Number of school days dedicated to Staff Development and Continuous Improvement		11	9

Professional development is designed to provide continuous learning opportunities for administrators, teachers, and classified personnel. Training opportunities affirm the basic philosophy of education that learning is a lifelong process that contributes to the well-being of the students, teachers, administrators, and community. Professional Development is an essential component of effective instruction and student learning.

All training revolves around identified needs of students and adults for the purpose of the improvement of instruction and increasing content knowledge. Central to all training are student achievement data, district focus areas, the Common Core State Standards, the state adopted standards-based instructional materials, and strategies to effectively teach the academic content standards to all students.

We also provided extensive professional development for Professional Learning Communities through our Service Delivery Model. On-site coaching and support is provided by academic coaches and district specialists for reading/language arts, mathematics, science, writing and social emotional learning. The district provides time and resources for collaboration, planning, and professional development. Additionally, we provided professional development on Multi-Tiered Systems of Support and Support to school and district teams.

Teachers new to the District received four days of professional development prior to the beginning of the school year focused on orientation to District and school site policies and services, Common Core State Standards, classroom management, curriculum and pacing, using technology and setting up the classroom. Teachers in their second year with the District received two days of professional development prior to the beginning of the school year provided by the school site and focused on improving best practices.

New teachers with California preliminary credentials received professional development through the Bakersfield City School District (BCSD) Teacher Induction Program (TIP). The focus of BCSD TIP is being mentored by an experienced teacher, growing in the California Standards for the Teaching Profession (CSTP) and meeting the California Induction standards. The culmination of TIP is the recommendation for the CA Clear Credential. Each TIP teacher was assigned a veteran teacher who served as a mentor. The mentors received on-going professional development in coaching/mentoring strategies, instructional strategies, and guiding cycles of inquiry. Professional development was provided through individual mentoring, monthly meetings, and after-school workshops.

Intern teachers received professional development at monthly meetings focusing on the initial teaching skills of the CSTP including classroom management, lesson planning, assessment, and establishing a climate that is conducive to student achievement. Each Intern was assigned a mentor that provided day-to-day support in these areas as well as advisement toward meeting credential requirements. Mentors received monthly professional development in meeting the needs of Intern teachers. Interns also received coursework and supervision from universities partnered with BCSD to provide the Intern Program.

Teachers on Short Term Staffing Permits (STSPs) were provided mentors and monthly trainings on beginning pedagogy and best teaching practices. Each teacher on a STSP designed a plan to meet requirements to move to a CA Intern or Preliminary Credential. Support was provided for required testing and BCSD staff worked closely with university partners to ensure teachers on permits were taking prerequisite requirements to move to credentials.

Teachers on Provisional Intern Permits (PIPs) were provided a weekly cohort meeting focused on beginning pedagogy. Two cohort meetings occurred weekly to allow teachers on a PIP to work around university course schedules. Support was provided for required testing and BCSD staff worked closely with university partners to ensure teachers on permits were taking prerequisite requirements to move to credentials.