# Mark Twain Junior High 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 <a href="https://www.cde.ca.gov/fg/aa/lc/">https://www.cde.ca.gov/fg/aa/lc/</a>.
- 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 <a href="https://dq.cde.ca.gov/dataquest/">https://dq.cde.ca.gov/dataquest/</a> 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	Mark Twain Junior High School
Street	707 Emerald Avenue
City, State, Zip	Modesto, CA 95351-1996
Phone Number	(209) 574-1918
Principal	Sherri Louthan
Email Address	Louthan.s@monet.k12.ca.us
Website	https://marktwain.mcs4kids.com/
County-District-School (CDS) Code	50 711676052765

Entity	Contact Information
District Name	Modesto City Elementary School District
Phone Number	(209) 574-1500
Superintendent	Sara Noguchi, Ed.D
Email Address	fortuna.b@monet.k12.ca.us
Website	www.mcs4kids.com

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

It is the mission of Mark Twain staff to facilitate a safe learning environment where students have a variety of opportunities to acquire the knowledge and skills to become life-long learners.

- Every teacher shall provide multiple, frequent, and varied opportunities for students to collaborate by utilizing feedback to promote growth.
- · We will promote physical efficiency, build social skills, and develop attitudes and habits, which will lead to healthful living.
- Staff will encourage and support students by recognizing improvements and accomplishments.
- · Staff will teach and promote student responsibility and self-advocacy.
- Every teacher will be visually present and will facilitate common and clear procedures for behavioral issues.

Mark Twain Junior High School opened its doors in 1951. Our enrollment is 817 students in the seventh and eighth grade. The instructional program is a blend of academic classes, elective classes and physical education. Students are scheduled into single subject academic classes in Mathematics, Science, Language Arts, and Social Science. In addition, students may be scheduled into Academic Language Development, READ 180 or Beyond the Basic Facts for extra support. The Academic Language Development class is strategically focused on developing academic language through intensive writing instruction. READ 180 is a comprehensive reading intervention program designed to address individual student needs. The academic curriculum is supported by the electives: Art, Exploring Technology, Orchestra, Band, Journalism, Star Center, Spanish, and Choir.

The incentive programs for academic achievement are: Pride Inside program, which provides incentives and awards for outstanding effort and achievement in academics and citizenship. Also, Block MT is an academic-based program that acknowledges students who have met and exceeded academic goals in their core classes. Students are recognized for earning and maintaining a GPA of 4.0. To prepare our students on their transition to junior high school, we start out in the spring visiting elementary schools to talk with their administration and all 6th grade students. We also met with all 6th grade elementary schools teachers who feed into Mark Twain. The English and Mathematics departments met with those teachers in the Spring to align priority standards and where those 6th graders should be upon entering junior high. We then began the year with an orientation for incoming 7th graders and their families. It is a priority for our academic counselor to meet with each student a minimum of once a quarter. These meetings consist of schedule review, diagnosing issues, and addressing concerns at school, and a general awareness of resources available to all students.

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

Grade Level	Number of Students
Grade 7	418
Grade 8	408
Total Enrollment	826

### Student Enrollment by Group (School Year 2018-19)

Student Group	Percent of Total Enrollment
Black or African American	2.5
American Indian or Alaska Native	0.2
Asian	6.5
Filipino	0.1
Hispanic or Latino	81.2
Native Hawaiian or Pacific Islander	0.2
White	3.8
Two or More Races	1.8
Socioeconomically Disadvantaged	98.4
English Learners	22.4
Students with Disabilities	12.8
Foster Youth	0.2
Homeless	1.2

### 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 2018-19	School 2019-20	District 2019-20
With Full Credential	39	36	47	1433
Without Full Credential	0	0	3	24
Teaching Outside Subject Area of Competence (with full credential)	0	0	0	0

### **Teacher Misassignments and Vacant Teacher Positions**

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

The Governing Board recognizes that students' educational opportunities are enhanced when they have sufficient access to high-quality textbooks, equipment and other instructional materials for each of the subjects they are studying. To adequately support the Board-approved curriculum, instructional materials must also be up to date. For further information about the selection and adoption of instructional materials at all Modesto City Schools, please reference Board Policies 6161, 6161.1, and 6161.11. All board policies are located at https://www.mcs4kids.com/district/board/board-policies/board-policies.

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	StudySync, 2018  Read 180: HMH rBook and HMH LBook, Stage B Next Generation; HMH 44Book, Stage B HMH Next Generation (paperback and audio) Book Collection; HMH Topic Software, Next Generation  Designated ELD Course: StudySyn, 2018	Yes	0
Mathematics	Math 7/Math 7 Honors: Piloting Swun Math at grades 7 and 8 for the 2019-2020 school year.  Math 8/Math 8 Honors: Piloting Swun Math at grades 7 and 8 for the 2019-2020 school year.  Math 180 Course I: Math 180 Course I mSpace, Scholastic Pre Secondary Math I Honors: Secondary Math I Honors: Secondary One Mathematics: An Integrated Approach, Mathematics Vision Project, 2017	Yes	0
Science	Discovery Ed, 2019	Yes	0
History-Social Science	McGraw-Hill, California IMPACT, 2019	Yes	0
Foreign Language	Spanish 1, 2, 3, 4: Prentice Hall, 2007 Spanish for Spanish Speakers 3 Nuestro mundo - Holt	Yes	0

### School Facility Conditions and Planned Improvements (Most Recent Year)

The district takes great efforts to ensure that all schools are clean, safe, and functional. To assist in this effort, the district uses a facility survey instrument developed by the State of California Office of Public School Construction. The results of this survey are included within this report. The results of this survey are available at the district office and on the internet at mcs4kids.com.

The following procedures are in place at Mark Twain Junior High School to provide a safe campus for students, staff and visitors. Monthly briefings by the administration with campus supervisors are conducted to share information about school security. During the school day, campus supervisors, the staff, and administrators monitor the campus to ensure campus safety. A campus supervisor is assigned bike patrol to monitor the campus. All visitors to the Mark Twain campus are required to check-in at the office and are required to wear visitors' badges. Teachers and security staff monitor students during passing periods to ensure an orderly transition from class to class. A yard duty is employed as extra support during the day. Administration, campus supervisors, yard duty, support staff and teachers supervise designated areas at the beginning of school and dismissal while students are leaving the campus. Cabinet meetings are held by the administration to assess the overall safety of the Mark Twain campus. The Safety Committee, which consists of teachers, other school staff, students and parents, meets periodically with the administration to discuss school safety concerns and to make recommendations for improvement. Modifications are made when necessary.

Below is more specific information on the condition of the school and the efforts made to ensure that students are provided with a clean, safe, and functional learning environment.

### Age of School/Buildings:

This school has classrooms, laboratories, cafeteria, gymnasium, library, locker room and an administration office. The main campus was built in 1951 and opened in 1951.

### Maintenance and Repair:

District maintenance staff ensures that the repairs necessary to keep the school in good repair and working order are completed in a timely manner. A work order process is used to ensure efficient service. Emergency repairs are given the highest priority. The school facility is in overall good repair.

### Cleaning Process and Schedule:

The Operations Department has adopted cleaning standards for all schools in the district. A summary of these standards are available at the school office, or at the Maintenance & Operations office. The Operations Department works continuously with the custodial staff to develop cleaning schedules to ensure a clean and safe school.

#### **Deferred Maintenance:**

The District participated in the State School Deferred Maintenance Program, which provided flexible state matching funds to assist school districts with expenditures for major repair or replacement of existing school facilities components. State contributions to this Program ended in the 2012-13 school year. Deferred Maintenance typically includes paving, roofing, plumbing, heating, air conditioning, electrical systems, interior or exterior painting and floor systems. Carry-over funds for deferred maintenance projects throughout the District in Funds 01 and 14 have been exhausted. The Board has authorized the General Fund to annually contribute \$2 million to Facility Maintenance to be used for new construction and maintenance projects throughout the District, \$2 million to Deferred Maintenance for maintenance projects throughout the District and \$2 million to Facility Improvements for the District's high schools. Identified needed repairs are weighed against all other District site repairs and the most urgent repairs are addressed first.

Data provided by LEA. Additional information about the condition of the school's facilities may be obtained by speaking with the school principal.

### **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: 9/06/2019

System Inspected	Rating	Repair Needed and Action Taken or Planned
Systems: Gas Leaks, Mechanical/HVAC, Sewer	Good	1st toilet leaks a lot at the spud.
Interior: Interior Surfaces	Good	
Cleanliness: Overall Cleanliness, Pest/ Vermin Infestation	Good	Though the hallway overall appears clean, two colonies of ants with sand are in the hallway.
Electrical: Electrical	Good	
Restrooms/Fountains: Restrooms, Sinks/ Fountains	Good	1st faucet does not function and is pulled from the wall. Fountain's water pressure is too low.
Safety: Fire Safety, Hazardous Materials	Good	Desk is stored in front of the fire extinguisher. Germicidal cleaner and Windex are accessible to students. Fire extinguisher is double blocked.
<b>Structural:</b> Structural Damage, Roofs	Good	
External: Playground/School Grounds, Windows/ Doors/Gates/Fences	Good	
Overall Rating	Good	

### **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)	22	25	31	31	50	50
Mathematics (grades 3-8 and 11)	12	12	21	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	815	806	98.90	1.10	24.97
Male	416	413	99.28	0.72	21.31
Female	399	393	98.50	1.50	28.83
Black or African American	19	19	100.00	0.00	10.53
American Indian or Alaska Native					
Asian	57	57	100.00	0.00	35.09
Filipino					
Hispanic or Latino	657	649	98.78	1.22	24.85
Native Hawaiian or Pacific Islander					
White	31	31	100.00	0.00	25.81

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Two or More Races	16	15	93.75	6.25	26.67
Socioeconomically Disadvantaged	803	794	98.88	1.12	24.72
English Learners	454	451	99.34	0.66	16.41
Students with Disabilities	109	107	98.17	1.83	1.87
Students Receiving Migrant Education Services	20	20	100.00	0.00	20.00
Foster Youth					
Homeless	12	12	100.00	0.00	33.33

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	814	804	98.77	1.23	11.94
Male	416	413	99.28	0.72	11.62
Female	398	391	98.24	1.76	12.28
Black or African American	19	19	100.00	0.00	5.26
American Indian or Alaska Native					
Asian	57	57	100.00	0.00	14.04
Filipino					
Hispanic or Latino	656	647	98.63	1.37	11.75
Native Hawaiian or Pacific Islander					
White	31	31	100.00	0.00	9.68
Two or More Races	16	15	93.75	6.25	26.67
Socioeconomically Disadvantaged	803	793	98.75	1.25	11.85
English Learners	453	449	99.12	0.88	8.69
Students with Disabilities	109	107	98.17	1.83	0.00
Students Receiving Migrant Education Services	20	20	100.00	0.00	5.00

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Foster Youth					
Homeless	12	12	100.00	0.00	16.67

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	School	District	District	State	State
	2017-18	2018-19	2017-18	2018-19	2017-18	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 <i>Level</i>	Percentage of Students	Percentage of Students	Percentage of Students
	Meeting Four of Six	Meeting Five of Six	Meeting Six of Six
	Fitness Standards	Fitness Standards	Fitness Standards
7	14.6	18.4	31.8

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)**

The staff at Mark Twain understands and values the unique perspective offered by our students' parents and families. Therefore, we invite and encourage them to participate on the following committees to share their insight to improve the programs we provide to our students: Campus Safety Committee, English Learner Parent Partnership, Positive Behavior Intervention and Support Committee and School Site Council. For additional information about these programs, please contact the school office at (209) 574-1918.

### **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	<b>District 2016-17</b>	District 2017-18	District 2018-19	State 2016-17	State 2017-18	State 2018-19
Suspensions	5.6	13.8	8.2	3.7	3.6	2.8	3.6	3.5	3.5
Expulsions	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1

#### School Safety Plan (School Year 2019-20)

Mark Twain maintains a Campus Safety Committee that develops an annual School Safety Plan. Members of this committee include site administrators, teachers, classified staff, students, and parents. The committee meets regularly during the school year to ensure that key provisions of the School Safety Plan are implemented and updated as needed. A copy of the School Safety Plan is available to the public in the main office.

### Average Class Size and Class Size Distribution (Secondary)

Subject	Average	# of	2016-17 # of Classes* Size 23-32	# of	2017-18 Average Class Size	# of	# of		Average	# of	2018-19 # of Classes* Size 23-32	# of
English	24	18	22	3	24	17	22	2	26	13	16	10
Mathematics	14	5	3		28	3	20	6	28	7	7	16
Science	28	3	16	8	30	1	19	5	33	2	4	18
Social Science	27	4	16	9	28	3	18	7	29	4	10	14

<sup>\*</sup>Number of classes indicates how many classrooms fall into each size category (a range of total students per classroom). At the secondary school level, this information is reported by subject area rather than grade level.

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

Title	Ratio
Academic Counselors*	550.7

<sup>\*</sup>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)	1.5
Library Media Teacher (Librarian)	
Library Media Services Staff (Paraprofessional)	
Psychologist	.6
Social Worker	
Speech/Language/Hearing Specialist	
Resource Specialist (non-teaching)	.5

<sup>\*</sup>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 Expenditures Per Pupil Per Pupil (Restricted)		Expenditures Per Pupil (Unrestricted)	Average Teacher Salary		
School Site	\$12,320.78	\$3,947.07	\$8,373.71	\$99,287.43		
District	N/A	N/A	\$9,483.18			
Percent Difference - School Site and District	N/A	N/A	-12.4	1.8		
State	N/A	N/A	\$7,506.64			
Percent Difference - School Site and State	N/A	N/A	15.5	10.7		

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)

The Modesto City Schools Local Control and Accountability Plan (LCAP) provides detailed information on actions, services, and expenditures that support and assist students. Actions, services, and expenditures funded through past year LCAPs can be found here: https://www.mcs4kids.com/district/lcff-and-lcap . The most recent LCAP can be found here: https://www.mcs4kids.com/district/lcff-and-lcap/workshops-2018-2019. While the LCAP is designed to support the educational progress of all students, there are specific actions and services principally directed toward meeting the needs of our unduplicated students in closing the achievement gap.

### Teacher and Administrative Salaries (Fiscal Year 2017-18)

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	\$59,731.00	\$48,612
Mid-Range Teacher Salary	\$90,623.00	\$74,676
Highest Teacher Salary	\$110,728.00	\$99,791
Average Principal Salary (Elementary)	\$122,988.00	\$125,830
Average Principal Salary (Middle)	\$131,372.00	\$131,167
Average Principal Salary (High)	\$144,945.00	\$144,822
Superintendent Salary	\$230,713.00	\$275,796
Percent of Budget for Teacher Salaries	6.01%	5.06%
Percent of Budget for Administrative Salaries	32.12%	33.84%

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	5	8	5

Professional development in MCS is data driven using research-based best practices to ensure our students receive guaranteed and viable curriculum in every grade, in every school. We use formative and summative data to drive our instructional decisions and focus for professional development. To this end, we utilize multiple structures to provide high-quality professional development to our staff including: summer training, preservice-days, district wide professional development days, after school workshops, Saturday workshops, substitute-release days, instructional coaching, a BTSA and PAR program, and most recently a 0.5% compensation package for those who choose to complete an extra 6 hours of professional development.

MCS has prioritized our focus on mathematics, literacy across grades and content areas, collaboration, welcoming schools/customer service, and building our capacity as professionals. This has been in addition to the needed training in new adoptions, curriculum and standard updates and the like. The professional development is sustained through site administration, district and site level instructional coaches, and intervention specialists. In the 2019-202 academic year, a new division was also created in order to increase the quality and quantity of professional development provided to classified, certificated, and managers alike.