# Old River 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 <a href="https://www.cde.ca.gov/ta/ac/sa/">https://www.cde.ca.gov/ta/ac/sa/</a>.
- 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	Old River Elementary School
Street	9815 Campus Park Drive
City, State, Zip	Bakersfield, CA 93311
Phone Number	(661) 664-7009
Principal	Mike Boles
Email Address	mboles@pbvusd.net
Website	http://www.pbvusd.k12.ca.us/Domain/18
County-District-School (CDS) Code	15633620113951

Entity	Contact Information
District Name	Panama-Buena Vista Union School District
Phone Number	(661) 831-8331
Superintendent	Kevin Silberberg, Ed.D.
Email Address	ksilberberg@pbvusd.net
Website	http://www.pbvusd.k12.ca.us/

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

Old River Elementary is one of the district's best elementary schools, We were established in 2007. The school's name was derived from our local area place name and bordering street name. The School Accountability Report Card was established by Proposition 98, an initiative passed by California voters in November 1988. The Report Card, to be issued annually by local school boards for each elementary and secondary school in the state, provides for parents and other interested people a variety of information about the school, its resources, its successes, and the areas in which improvements are needed.

Old River Elementary is a learning community that strives to live out the Panama-Buena Vista Union School District motto of "Excellence in Education." Old River maintains the tradition of providing each of our students a safe, learning focused campus. Students are not only supported and expected to do their best in their studies but are also held accountable to treat each other with respect. We were named a California Distinguished School in 2010.

The Old River learning community is around 1000 people, big and small, working together.. Located in a growing and vibrant part of our city, we are committed to providing solid service to our families. We understand that the best way to educate children and manage change is for parents, staff and our students to work together. We are excited about becoming a PBIS and AVID school in 2018. Our Purpose Statement for the 18-19 Academic Year is "Do Right. Every Child. Each Other. Every Day."

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

Grade Level	Number of Students
Kindergarten	132
Grade 1	123
Grade 2	121
Grade 3	150
Grade 4	123
Grade 5	122
Grade 6	95
Total Enrollment	866

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

Student Group	Percent of Total Enrollment
Black or African American	8.4
American Indian or Alaska Native	0.6
Asian	10
Filipino	0.5
Hispanic or Latino	46.8
Native Hawaiian or Pacific Islander	0.2
White	28.4
Two or More Races	2.8
Socioeconomically Disadvantaged	55.2
English Learners	10.7
Students with Disabilities	8.9
Foster Youth	1
Homeless	3.5

# 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	37	39	39	887	
Without Full Credential	3	1	1	54	
Teaching Outside Subject Area of Competence (with full credential)	0	0	1	31	

## **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: 11/2017

All grade levels have access to a variety of supplemental materials. 95% Group materials are used to supplement ELA instruction. They are also used during intervention blocks to address the specific needs of students two or more years behind grade level. Students in grades 2-6 may use Curriculum Associates Ready Common Core books and a variety of web based learning sites for Reading/ Language Art and Math.. Teachers use these materials to clarify and assess standards that are being taught. All grade levels use Core Literature books to enhance learning especially in regard to comprehension, point of view, character development and plot. Teachers and students also use a variety of web based programs for personalized learning, skill reinforcement, and creative application of learned content. Examples of these programs are Renaissance Accelerated Reader, MobyMax, FrontRowEd, Kahoot, Khan Academy, etc.

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	Adopted 2017: Benchmark Education Company, "Benchmark Advance" (TK-6)	Yes	0
Mathematics	Adopted 2014: Houghton Mifflin Harcourt "2015 California GO Math" K-8. EngageNY is a supplementary curriculum used to provide additional practice of CCSS math standards.	Yes	0
Science	Adopted 2007: Macmillan/McGraw-Hill, "California Science" (K-5); Glencoe, "California Focus on Science" (6th)	Yes	0
History-Social Science	Adopted 2006: Scott Foresman, "History- Social Science for California" (K-5); Glencoe "Discovering Our Past: Ancient Civilizations" (6th)	Yes	0

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

Old River Elementary enjoys the continual inspection and repair by professional site and district maintenance teams. Our staff and students also demonstrate an on going interest in keeping our school in clean and working order to facilitate learning and promote safety. Old River provides a safe and clean environment for learning. A scheduled maintenance program is administered by the District to ensure that all classrooms and facilities are maintained to a degree of adequacy that provides for good learning. Ongoing repairs and modifications to the physical plant exceed California Building and Safety Codes. Thanks to our district maintenance department for completing a sidewalk resurfacing project In October, 2017. The District's Coordinator of Safety and Risk Management verifies quarterly that OSHA requirements are met. Our last FIT review was April 5th,2017. The exterior grounds are well lit and the perimeter of the school facility is fenced for student protection and safety. A team of custodians ensures classrooms and campus grounds are kept clean and safe. The restrooms are cleaned, sanitized and secured at the end of each school day with 100% of the toilets in operating condition. A solar array was completed in August, 2016 to provide electrical energy to our facility. Lighting was upgraded to highly efficient/low energy use bright LG lamps. As outlined in our Safe Schools Plan, the safety committee has addressed concerns for the safe coming and going of our students. Staff receive in-service in emergency protocol and CPR. Identifying tags are issued to substitute teachers, volunteers, and other visitors as they register using the Raptor System in our office. The gates on the perimeter of the school playground are locked during school hours and staff members are trained to activate lock out or lock down procedures in the event of an emergency. Our positive partnership with local law enforcement is evident in their quick response time when concerns arise. Designated staff members carefully supervise students on the playground and in the cafeteria. Grounds and playground equipment are inspected regularly for potential hazards. The District provides on-going training in CPR/First Aid as part of its staff development program. Fire and/or disaster drills occur monthly and a complete school site disaster plan has been prepared and is in place and available for public review. Scheduled certificated supervision of students begins officially at 7:50 a.m. when the school opens and supervision ends at 3:15 p.m.

#### 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: 5/16/2019

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	
<b>Safety:</b> Fire Safety, Hazardous Materials	Good	
<b>Structural:</b> Structural Damage, Roofs	Good	
External: Playground/School Grounds, Windows/ Doors/Gates/Fences	Good	

System Inspected	Rating	Repair Needed and Action Taken or Planned
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)	54	57	51	52	50	50
Mathematics (grades 3-8 and 11)	42	49	34	37	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	482	474	98.34	1.66	57.17
Male	247	242	97.98	2.02	49.17
Female	235	232	98.72	1.28	65.52
Black or African American	46	45	97.83	2.17	37.78
American Indian or Alaska Native					
Asian	53	52	98.11	1.89	82.69
Filipino					

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Hispanic or Latino	225	221	98.22	1.78	49.77
Native Hawaiian or Pacific Islander					
White	122	120	98.36	1.64	66.67
Two or More Races	16	16	100.00	0.00	50.00
Socioeconomically Disadvantaged	231	226	97.84	2.16	50.00
English Learners	89	88	98.88	1.12	57.95
Students with Disabilities	59	55	93.22	6.78	27.27
Students Receiving Migrant Education Services					
Foster Youth					
Homeless	22	22	100.00	0.00	36.36

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	482	476	98.76	1.24	48.95
Male	247	243	98.38	1.62	46.91
Female	235	233	99.15	0.85	51.07
Black or African American	46	45	97.83	2.17	33.33
American Indian or Alaska Native					
Asian	53	53	100.00	0.00	81.13
Filipino					
Hispanic or Latino	225	222	98.67	1.33	40.09
Native Hawaiian or Pacific Islander					
White	122	120	98.36	1.64	56.67
Two or More Races	16	16	100.00	0.00	50.00
Socioeconomically Disadvantaged	231	229	99.13	0.87	38.86

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
English Learners	89	89	100.00	0.00	51.69
Students with Disabilities	59	56	94.92	5.08	26.79
Students Receiving Migrant Education Services					
Foster Youth					
Homeless	22	22	100.00	0.00	36.36

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  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	22.8	23.9	15.2

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 parents of Old River Elementary support their children's learning, the school, and the community by helping their children with school work, providing a caring home environment, and by attending conferences, programs, athletic, and academic events. Opportunities for parental involvement at Old River include the POSSE Parent Club, School Site Council, and classroom/intramural volunteers. The Parent Club provides funds to support learning opportunities, playground equipment, school events, and many other items that further the mission of our school community. Our parents and staff are very active though out the year hosting evening events designed to foster community and strengthen families. Examples include our Annual Barn Dance, Movies on the Range, Father Daughter Dance, and Family Game Night. Our staff and P.O.S.S.E. also partner with Girl Scouts to host events serving those children. In turn, those parents give back to our school in the form of several service projects such as campus maintenance and beautification. Contemporaneous information and images of POSSE and other school events/opportunities may be found on Twitter @LuckyWrangler. Information may also be found at our POSSE Old River Parent Club FaceBook page. Questions may be directed to this year's POSSE President, Jenny Asaro, 661-664-7709

#### **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 <b>2016-17</b>	District 2017-18	District 2018-19	State 2016-17	State 2017-18	State 2018-19
Suspensions	1.9	1.4	1.0	4.0	2.2	3.2	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)

Our community does a very good job looking out for one another and regularly practices responses to a variety of emergencies. The district also provides an automated calling system that allows staff to communicate safety and event information with families proactively and in the event of an emergency. Our 2018-19 Comprehensive School Safety Plan was last reviewed, discussed and updated with staff and other stakeholders on 08/12/19. The overall intent of our three goals: training staff to effectively respond to emergencies, continue to improve campus security, and reduce the number of student discipline violations, is to ensure a safe and learning focused school. All of our learning community endeavors to live by our motto of, "Honest Words, Honest Actions, and an Honest Day's Work" by treating other Wranglers the way they themselves would want to be treated. Our students see this modeled by our staff and community volunteers and respond in kind. Our implementation of PBIS and a taught school purpose statement of "Do Right." is having an positive overall impact on school focus and safety.

## **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	Average	# of	# of	# of	Average	# of	# of	# of	Average	# of	# of	2018-19 # of Classes* Size 33+
K	27		5		25	1	4		26		5	
1	27		4		28		4		25		4	
2	28		5		30		4		26		5	
3	25	1	4		25	1	5		30		5	
4	29		3		31		4		29		4	
5	30		4		26		4		30		4	
6	27	1	5		32		4		31		3	
Other**					11	1			12	2		

<sup>\*</sup>Number of classes indicates how many classes fall into each size category (a range of total students per class).

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

Title	Ratio
Academic Counselors*	.0

<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)	
Library Media Teacher (Librarian)	
Library Media Services Staff (Paraprofessional)	
Psychologist	1.5
Social Worker	
Speech/Language/Hearing Specialist	3.0
Resource Specialist (non-teaching)	2.6
Other	3.5

<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.

<sup>\*\* &</sup>quot;Other" category is for multi-grade level classes.

#### 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	11,555.00	4,114.00	7,441.00	79,158.00
District	N/A	N/A	7,579.00	\$74,220.00
Percent Difference - School Site and District	N/A	N/A	-1.8	6.4
State	N/A	N/A	\$7,506.64	\$82,663.00
Percent Difference - School Site and State	N/A	N/A	-0.9	-4.3

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 District uses LCFF funds for its general purpose funding, including, but not limited to:

- General operations—salaries, benefits, services, materials, and support to the general education
- Special Education—programs offering appropriate, individualized instruction to students with special needs
- School-Based Coordinated Program—staff salaries, staff benefits, services, materials, and support for our lowest performing schools
- Gifted and Talented Education Program—specialized learning assistance for identified students of high ability, achievement, or potential
- Special projects—monies from agencies (federal or state) earmarked for specific programs/projects or services
- Transportation
- Maintenance and Operations
- Facilities
- District administration

Each school in the District receives an instructional budget based on enrollment, programs, and formulas set by Board of Education policy, state law, agreements with employee bargaining units, and guidelines of outside funding sources.

The types of services funded with categorical funds include:

#### Title II

The district uses Title II funds to increase the academic achievement of all students by helping schools and district (1) improve teacher and principal quality through professional development and other activities and (2) providing low-income and minority students greater access to effective teachers, principals, and other school leaders.

#### Title III

The district uses Title III funds to help ensure that children who are limited English proficient, including immigrant children and youth, attain English proficiency, develop high levels of academic attainment in English, and meet the same challenging State academic content and student academic achievement standards as all children are expected to meet. The focus is on professional development for teachers across the district that will: 1). Improve the instruction and assessment of ELs; 2). Enhance the ability of teachers to implement curriculum, and improve their instructional strategies for ELs; and 3). Effectively increase students' English language proficiency.

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

Category	District Amount	State Average For Districts In Same Category		
Beginning Teacher Salary	\$47,867	\$45,741		
Mid-Range Teacher Salary	\$73,055	\$81,840		
Highest Teacher Salary	\$92,173	\$102,065		
Average Principal Salary (Elementary)	\$117,980	\$129,221		
Average Principal Salary (Middle)	\$123,086	\$132,874		
Average Principal Salary (High)	\$0	\$128,660		
Superintendent Salary	\$212,233	\$224,581		
Percent of Budget for Teacher Salaries	35%	36%		
Percent of Budget for Administrative Salaries	5%	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	8	5	3

Professional Development Focus areas include English Language Development, Benchmark Advance, Technology, 95% Group Intervention for MTSS, Direct Interactive Instruction, Classroom Management, Common Core Standards Implementation, Grade Level Focus Groups, DIBELS, Thinking Maps, Next Generation Math Standards, as well as PBIS and AVID implementation. Areas were selected based on a district-wide survey reflecting on student achievement and areas of additional need from the teacher point of view.

Professional development is delivered through PBV-U, Grade Level Focus Groups, conference attendance, District workshops with teacher release time, and online video tutorials. Professional Readiness and Educational Program days (Prep Days) which include one (1) hour each week release time, is also provided for teachers to receive school site staff development and work with their collaborative teams.

Teachers attend multi-day seminars with presenters and follow-up coaching is provided to support Direct Interactive Instruction and to develop standards-based common core lessons with Benchmark Advance. Teachers are also supported by curriculum specialists, categorical program specialists, Induction Program mentors, and Academic Coaches.