

Bryn Mawr 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	Bryn Mawr Elementary School
Street	11680 Whittier Avenue
City, State, Zip	Loma Linda, CA 92354
Phone Number	(909) 478-5650
Principal	Rick Aleksak
Email Address	richard_aleksak@redlands.k12.ca.us
Website	https://www.redlandsusd.net/brynmawr
County-District-School (CDS) Code	36-67843-6111132

Entity	Contact Information
District Name	Redlands Unified School District
Phone Number	(909) 307-5300
Superintendent	Mauricio Arellano
Email Address	mauricio_arellano@redlands.k12.ca.us
Website	www.redlands.k12.ca.us

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

Bryn Mawr Elementary School, built in the city of Loma Linda in 1993, serves a diverse student population in grades K-5 with an average class size of 25 students in grades K-3 and 35 students in grades 4-5. It is the only Redlands Unified School District school in Loma Linda and is one of the largest elementary schools in the District with a student population of approximately 680 students. Loma Linda Medical Center acts as an international magnet for employees, medical students, and patients. The city of Loma Linda lays claim to this renowned institution, as well as being one of the Top Ten places to live and thrive in the United States. As a result, our school is comprised of a richly diverse student population originating from each U.S. region and almost thirty countries. 12% of the students speak English as a second language. Even though the school is located in an upper middle-class residential area, Bryn Mawr is a Community Eligibility Provision (CEP) school. This means that due to our high socially-economically disadvantaged population, all students qualify for free breakfast and lunch under this program.

The staff is comprised of 25 certificated general education classroom teachers, 1 enrichment teacher, 3.5 special education teachers, 1 Speech teacher and a part-time school psychologist. The hard working, dedicated staff recognizes the seriousness of educating young people to be life-long learners and competitive in a global economy. Support staff coupled with the teaching staff (custodians, food service workers, secretaries, instructional assistants, teachers, etc.) partner with parents and our local community to provide quality, standards-based instruction for all students within an educational environment where caring for kids is paramount. All staff members recognize and model appropriate, dignity-building interactions with students. The students' academic and emotional development is the primary focus of our school as evidenced by our effective strategies, programs, and interventions. Students receive character education through participation in the PeaceBuilder philosophies, and Bryn Mawr is a Leader in Me school, equipping our students with leadership habits to be "life-ready" and successful in whatever their endeavors. One needs only to walk the halls of Bryn Mawr to see and experience the accepting, loving, and supportive culture and climate of the school with its well behaved students.

Bryn Mawr's quality in education is validated by the following accolades:

- Bryn Mawr was selected to receive the Theresa P. Hughes Family-School Partnership Award (one of 9 schools selected state-wide with 1,500 schools submitting applications) in 2001.
- In 2001, Bryn Mawr was honored to receive Golden Bell Award in the area of Parent Involvement and received special recognition in the area of Building Developmental Assets.
- In 2002, Bryn Mawr was selected as a California Distinguished School
- In 2003, Bryn Mawr was selected as a California Title I Achieving School.
- In 2003, Bryn Mawr was nominated as A California Blue Ribbon Nominee
- In 2004, Bryn Mawr was selected as a California Title I Achieving School
- In 2006, Bryn Mawr was named as a California Distinguished School-Honorable Mention Award
- In 2007, Bryn Mawr received the Title 1 Achieving School Award
- In 2018, Bryn Mawr was named as a California Distinguished School
- Bryn Mawr has received the California Business for Excellence in Education award in 2011, 2012, 2013, 2014, 2015, 2016, 2017, and 2018.

We believe:

- Every child has a right to a quality education and can succeed;

- Every child has a right to a safe and nurturing educational environment;
- Every child has a right to a variety of learning opportunities challenging him/her to take the next step intellectually;
- Every child has a right to be educated in an environment of mutual respect and human dignity;
- Parental involvement is crucial for student success at all grade levels;
- High expectations are essential for student achievement;
- Learning is a life-long experience.

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

Grade Level	Number of Students
Kindergarten	125
Grade 1	106
Grade 2	111
Grade 3	112
Grade 4	112
Grade 5	109
Total Enrollment	675

Student Enrollment by Group (School Year 2018-19)

Student Group	Percent of Total Enrollment
Black or African American	8.6
American Indian or Alaska Native	0.1
Asian	18.7
Filipino	6.4
Hispanic or Latino	39.1
Native Hawaiian or Pacific Islander	0.1
White	18.1
Two or More Races	8.6
Socioeconomically Disadvantaged	63
English Learners	13.6
Students with Disabilities	12.3
Foster Youth	0.1
Homeless	15.7

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	28	28	29	4
Without Full Credential	0	0	0	0
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 California State Board of Education reviews elementary level textbooks and adopts those that meet standards defined in the State Frameworks. Textbooks are selected in the Redlands Unified School District through a committee of teachers and administrators. All materials have been reviewed by teachers and administrators and pilot programs run at school sites prior to selection of each textbook. All core textbooks are State approved and aligned to the State content standards. All students including English Learners are issued a Math, English, Science, and Social Studies State-adopted textbook to use in class and to take home to complete required homework assignments. Each year new consumable materials are also supplied to all students. Copies of student textbooks are available for parent review at the District Instructional Resource Center.

Supplemental computer software programs that support the learning of state standards include Accelerated Reader (motivates reading), Rosetta Stone (ELL), TenMarks math program, and Mystery Science (NGSS-based science instruction and experimentation). PEP and Houghton Mifflin Early Literacy materials are used in our Reading Intervention Program. 95% Group reading Intervention also supports students in grades K-5.

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	Journeys Common Core Houghton Mifflin Harcourt (2014)	Yes	0%
Mathematics	Math In Focus Houghton Mifflin Harcourt (2015)	Yes	0%
Science	California Science Macmillian/McGraw-Hill (2008)	Yes	0%
History-Social Science	Social Studies Alive! TCI (2016)	Yes	0%

School Facility Conditions and Planned Improvements (Most Recent Year)

Bryn Mawr is one of the newer facilities in the Redlands Unified School District having been built in 1993. The school is made up of 34 classrooms. As well as having the standard features of a traditional elementary school, it also has a few unique items such as:

- Laptop carts in each Transitional Kindergarten through 5th grade classroom providing 1 laptop:2 students ratio in grades TK-1st, and 1:1 ratio in grades 2-5
- Ceiling mounted LED projectors
- Digital document cameras
- Mimio interactive "Smart Board" style technology
- Teachers have use of Surface Book 2 laptops wirelessly connected to LED projectors
- A computer network to all classrooms providing Internet access to all classrooms
- Four to five computers for student use in each classroom all Internet accessible
- An outdoor amphitheater
- A shared facility use with the City of Loma Linda regarding Leonard Bailey Park featuring two baseball fields and two tennis courts
- A schoolwide paging and address system
- A networked STEM lab available to all students accessible.

Students and staff work hard to keep the campus clean and safe. A litter-free environment is emphasized. Custodians clean the campus daily.

Maintenance and Repairs

When maintenance and repairs are needed, the site custodians are notified. If the repair cannot be made by the site custodian, a work order is processed putting District maintenance staff in motion to make the necessary repairs. The District work order process ensures effective service and that emergency repairs are given the highest priority. The governing board has adopted cleaning standards for all schools in RUSD. A summary of these standards is available at the school office, at the District Office, or at www.redlands.k12.ca.us. The principal works daily with the custodial staff to develop cleaning schedules to ensure a clean and safe school. School site custodians clean classrooms daily and the school district provides a grounds crew to maintain landscaping and lawns.

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: November 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	

System Inspected	Rating	Repair Needed and Action Taken or Planned
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)	65	65	59	57	50	50
Mathematics (grades 3-8 and 11)	58	52	45	44	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	344	341	99.13	0.87	64.52
Male	165	163	98.79	1.21	57.67

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Female	179	178	99.44	0.56	70.79
Black or African American	29	29	100.00	0.00	41.38
American Indian or Alaska Native					
Asian	66	64	96.97	3.03	85.94
Filipino	21	21	100.00	0.00	80.95
Hispanic or Latino	136	136	100.00	0.00	57.35
Native Hawaiian or Pacific Islander	--	--	--	--	--
White	56	55	98.21	1.79	58.18
Two or More Races	34	34	100.00	0.00	73.53
Socioeconomically Disadvantaged	227	225	99.12	0.88	54.67
English Learners	61	59	96.72	3.28	54.24
Students with Disabilities	61	60	98.36	1.64	26.67
Students Receiving Migrant Education Services					
Foster Youth	--	--	--	--	--
Homeless	55	55	100.00	0.00	40.00

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	345	342	99.13	0.87	51.75
Male	165	164	99.39	0.61	54.88
Female	180	178	98.89	1.11	48.88
Black or African American	29	29	100.00	0.00	27.59
American Indian or Alaska Native					
Asian	66	66	100.00	0.00	72.73
Filipino	21	21	100.00	0.00	57.14

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Hispanic or Latino	137	135	98.54	1.46	45.93
Native Hawaiian or Pacific Islander	--	--	--	--	--
White	56	55	98.21	1.79	49.09
Two or More Races	34	34	100.00	0.00	58.82
Socioeconomically Disadvantaged	228	225	98.68	1.32	41.33
English Learners	61	61	100.00	0.00	39.34
Students with Disabilities	62	60	96.77	3.23	23.33
Students Receiving Migrant Education Services					
Foster Youth	--	--	--	--	--
Homeless	55	54	98.18	1.82	35.19

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	11.2	19.6	35.5

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)

Bryn Mawr School is very fortunate to have the active involvement and support of our parent community. Parent volunteers support the school program with their participation as members of the Parent Teacher Association, School Site Council, English Learner Advisory Committee (ELAC), classroom helpers, and numerous family events and activities throughout the year. such as Grandparents' Day celebration, Book Fairs, Winter Carnival, STEM Family Night, Valentine's Day dance, and Multicultural Day. None of these activities would be possible without the support of our parents and PTA. In addition, parents are also part of the site Safety Committee where parental perspectives on issues are used to develop plans for school safety practices and procedures.

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	0.8	0.4	1.0	2.6	2.9	3.6	3.6	3.5	3.5
Expulsions	0.0	0.0	0.0	0.1	0.0	0.0	0.1	0.1	0.1

School Safety Plan (School Year 2019-20)

Bryn Mawr School utilizes data from its California Safe School Assessment and suspension/expulsion reports to evaluate the current status of school crime. A Safe School Plan is adopted each school year and is reflective of the school's safety needs determined with the help of the school safety committee. The key components of Bryn Mawr's Safe School Plan include a description of school discipline policies and procedures, dress code guidelines, suspension and expulsion policies, sexual harassment policies, child abuse reporting procedures, dangerous pupil notification, and disaster response procedures. To ensure student safety during arrival, campus monitors, teachers, and the principal supervise the school grounds including the bus drop-off area, cafeteria, and playground. All access gates are monitored by staff during arrival and dismissal. During the school day all campus access points to school grounds are locked with the exception of the front entrance, which is through the administration office. The front gate is closed during the school day, and signs are posted to advise all visitors that they must report to the administration office and may not be on school grounds unless they have a visitor's pass that has been processed through the Raptor Visitor Management System. During the school day there is only one access point onto campus through the front office. After school, teachers supervise students by having a presence outside their doors. Duty assignments are given to teachers, campus monitors, and the Principal to supervise the bus loading area and pickup areas until all students have left the campus. Thanks to the passage of a recent bond measure Bryn Mawr has additional perimeter security fencing which ensures we have a secure campus, and enhances the safety of our staff and students during the school day.

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	2016-17	2016-17	2016-17	2017-18	2017-18	2017-18	2017-18	2018-19	2018-19	2018-19	2018-19
	Average Class Size	# of Classes* Size 1-20	# of Classes* Size 21-32	# of Classes* Size 33+	Average Class Size	# of Classes* Size 1-20	# of Classes* Size 21-32	# of Classes* Size 33+	Average Class Size	# of Classes* Size 1-20	# of Classes* Size 21-32	# of Classes* Size 33+
K	11	12			11	11			22	1	5	
1	24		4		21	1	4		26		4	
2	24		5		23		4		22	1	4	
3	22	1	4		25	1	4		24		4	
4	32		3		33		1	2	31		2	2
5	34			4	30	1		3	37	1	1	3
Other**												

*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)	.8

*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	\$6,590.59	\$1,105.33	\$5,485.25	\$85,926.00
District	N/A	N/A	5,815.78	\$85,061.00

Level	Total Expenditures Per Pupil	Expenditures Per Pupil (Restricted)	Expenditures Per Pupil (Unrestricted)	Average Teacher Salary
Percent Difference - School Site and District	N/A	N/A	-5.8	1.0
State	N/A	N/A	\$7,506.64	\$82,031.00
Percent Difference - School Site and State	N/A	N/A	-31.1	4.6

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)

Summary of Strengths Learning Environment

Staff and parents set high standards and expectations for student achievement and behavior. Students and staff are proud of their school. School wide recognition of student achievement and citizenship is provided so that each student has the opportunity to be recognized for exemplary citizenship and achievement. Monthly awards assemblies, Shakey's Student of the Month program, attendance incentives, reading dog tags, field trips, family events, and positive reinforcement within classrooms all assist staff in recognizing students for good work or citizenship. All of this contributes to an outstanding learning environment where students want to attend.

Health and Wellness

Bryn Mawr School stresses both a healthy mind and a healthy body. Instruction in this area integrates many curricular areas. In addition to the district's curriculum goals, children apply knowledge that will enhance their quality of life by offering strategies for a healthy lifestyle with the such things as PE health curriculum, themed assemblies, healthy cafeteria food and a daily running club.

Literacy Instruction

Primary and Intermediate teachers have been trained in literacy strategies to help students become proficient readers and writers. Staff development in "Direct Interactive Instruction", "Thinking Maps", and "Write from the Beginning" have empowered teachers to be more effective. It has been exciting to see the progress of students due to the intervention and hard work of teachers.

Class Size Reduction

Due to reduced state funding for public education, there has been a steady rise in class sizes. Class sizes for Kindergarten are 25 students on average (100 minutes with 12-13 students/100 minutes with an average of 25 students). In grades 1-3 class sizes are also 25:1 on average, while grades 4-5 pupil:teacher ratios continue to be 35:1.

Student Organization - The Academic Organizer has made a tremendous difference in the ability of students to organize themselves to be successful. School wide implementation of the organization tenants of the Academic Organizer has made this a very successful tool for improving student performance. Students in grades 3-5 also receive a printed agenda which has resource information, school rules, a calendar, and a character education curriculum.

Challenges and Critical Needs Teacher Training

There is a tremendous need to provide training for teachers and, in particular, new teachers in the areas of effective teaching and learning using research based strategies (differentiated and direct interactive teaching), teaching to mastery, professional collaboration and the use of outcome data to guide instruction. The latest challenges are new standards (Common Core State and National Standards), new accountability systems, and unpredictable budgeting formulas.

Technology

The staff at Bryn Mawr participates in technology training each year, ranging from PowerPoint, digital camera, Mimio, data analysis software, assessment software, and Internet resources such as Google Classroom and Google Drive. We believe that technology should enhance and facilitate student learning but can only be met if the teacher is well trained in its use.

Three Year Student Objectives

- Each Bryn Mawr will meet growth targets in reading, language, and mathematics based on the CA Assessment of Student Performance and Progress (CAASPP) summative assessment.
- Students will learn and practice the 7 Habits of Highly Effective People through the implementation of the school-wide Leader in Me system.
- Most, if not all, students will be fluent readers at grade level by the exit of 1st grade.
- Through the use of the Academic Organizer, all students will exit Bryn Mawr School with the organization skills necessary to be successful at middle and high schools.
- Accelerated Reader Program strategies will be reviewed and realigned with the programs guidelines to better meet the needs of all students.
- Thinking Maps and "Write from the Beginning" will be implemented as school wide strategies.
- Bryn Mawr students will regularly apply wellness strategies to create a healthier lifestyle that will enhance their overall quality of life.
- At-risk students will receive interventions through a remedial program taught by staff and hourly support staff. Student progress will be monitored.

Teacher and Administrative Salaries (Fiscal Year 2017-18)

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	\$46,120	\$51,374
Mid-Range Teacher Salary	\$81,554	\$80,151
Highest Teacher Salary	\$102,814	\$100,143
Average Principal Salary (Elementary)	\$124,240	\$126,896
Average Principal Salary (Middle)	\$133,386	\$133,668
Average Principal Salary (High)	\$141,684	\$143,746
Superintendent Salary	\$220,000	\$245,810
Percent of Budget for Teacher Salaries	38%	35%
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	32	13	11

The Bryn Mawr staff is committed to continual improvement. The School-Based Coordinated Program, Title I, and Single School Plan budgets provide funds which enable teachers to attend workshops and conferences and receive training from trainers and coaches. Releasing teachers with substitute teachers, as well as using collaborative days and after school meetings are used to enable teachers to maintain our school wide writing program called "Write from the Beginning". Also, our school wide use of Thinking Maps strategies, which complement the writing program, is in full implementation at each grade level. Seven staff members have been trained as trainers and serve as coaches and models for all teachers. Up to eight collaboration days (minimum days) are set aside throughout the year for Professional Learning Community activities. In addition, teachers are provided district training for an average of 6 days during the school year in English-Language Arts, math, and science. Bryn Mawr staff have also made use of consultants from Solution Tree Inc and Leverage Learning to further develop the Professional Learning Community process for teacher collaboration.

27 days during the 2017-18 school year were full-day trainings for teachers, but one grade level would attend training at other locations (like district office) each of those days. 5 days were partial days.

7 days during the 2018-19 school year were full-day trainings for teachers, but one grade level or groups of several staff members would attend on those days at other locations inside and outside the district (eg. CUE conference or Leader in Me Symposium).

11 days during the 2019-20 school year were full-day trainings. 3 of those days were partial days for each grade level, and 2 of those days were for a group of staff to attend a conference in Riverside, CA.