

ICEF Inglewood Middle Charter Academy

School Accountability Report Card Reported Using Data from the 2016—17 School Year California Department of Education

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/fq/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.



Natalie Kieffer, Director

Principal, ICEF Inglewood Middle Charter Academy

About Our School

It is with great pride and excitement that I introduce myself, Natalie Kieffer, as the new Principal at IIMCA. My passion for education and ensuring the success of all students developed as a child growing up in this community and over the past 11 years as a teacher and Assistant Principal in LAUSD and ICEF. What has kept me committed to ICEF is the mission of preparing all students to attend and compete at the top 100 colleges and universities. I come from the belief that all students deserve a high-quality education, regardless of their background and that all students are capable of learning, with the appropriate support, tools, and encouragement. Coming from View Park Preparatory Accelerated Charter High School, I am familiar with the expectations required to be prepared as an incoming high school student. I'm committed to applying this knowledge to set our standards high for our scholars so that we can ensure their success beyond IIMCA culmination. Student achievement begins with strong school culture and rigorous instruction. We will begin the 2017-18 school year strong by setting the IIMCA goals and expectations to all stakeholders and see them through by maintaining consistency and accountability school-wide while keeping an open line of communication. We are also committed to maintaining effective teachers who are provided with ongoing support and coaching to guarantee our students are receiving high-quality instruction and are being challenged and engaged in learning every day. Most importantly, an excellent education is not possible without ongoing collaboration and involvement of all stakeholders. The IIMCA school community has done a tremendous job developing and growing our school to be what it is today, and I'm looking forward to becoming a part of the team so that we can continue this progress together. I look forward to a great year ahead of us! Please do not hesitate to reach out to me if you have any questions, concerns, and ideas that you would like to discuss.

Contact

ICEF Inglewood Middle Charter Academy
304 East Spruce St.
Inglewood, CA 90301-2711

Phone: 323-298-6425
E-mail: nkieffer@icefps.org

About This School

Contact Information (School Year 2017—18)

Note: "District" information listed below is the contact information for ICEF Public Charter Schools.

District Contact Information (School Year 2017—18)	
District Name	Inglewood Unified
Phone Number	(310) 419-2700
Superintendent	Thelma Melendez
E-mail Address	thelma.melendez@inglewood.k12.ca.us
Web Site	http://myiusd.net/

School Contact Information (School Year 2017—18)	
School Name	ICEF Inglewood Middle Charter Academy
Street	304 East Spruce St.
City, State, Zip	Inglewood, Ca, 90301-2711
Phone Number	323-298-6425
Principal	Natalie Kieffer, Director
E-mail Address	nkieffer@icefps.org
Web Site	http://iims.icefps.org
County-District-School (CDS) Code	19646340120311

Last updated: 12/21/2017

School Description and Mission Statement (School Year 2017—18)

ICEF Public Schools

The Inner City Education Foundation (ICEF Public Schools or "ICEF") is a Charter Management Organization, operating in South Los Angeles and Inglewood, which provides local, underserved students with excellent academic options in their own community. Founded in 1994, ICEF Public Schools currently operates 9 schools serving more than 3,500 students annually. ICEF's mission is to prepare all students to attend and compete academically at the top colleges and universities in the nation. ICEF is conscious of the relationship between education and the economic prospects of the neighborhood. ICEF serves a 74% African-American and 25% Latino student population with 88% of students eligible for the federal free and reduced-price lunch program, a nationally recognized measure of economic poverty.

ICEF Public Schools provides high-quality college preparatory educational opportunities for children in their own communities, increasing the graduation rate, reducing the number of high school dropouts, and improving college entrance rates of students in South Los Angeles and Inglewood. Our hope is to return well-educated college graduates as highly productive adults to the local community. To best achieve this vision, ICEF is focused on three main objectives.

Academic Excellence. Our goal is to have 100% of all ICEF graduates accepted into college. Under the guidance of the Chief Schools Officer, the academic team was restructured with the addition of experts in math, literacy and common core instruction, as well as in teacher development. ICEF is focused on supporting teachers with frequent observation, professional development, consistent analysis of student performance data, and constructive feedback from principals.

Promote and Support Our Culture. In addition to academic rigor, ICEF stands out from the crowd by providing students with rich extracurricular offerings. ICEF provides students the opportunity to participate in outstanding athletics and performing and visual arts programs that enrich and augment their academic experience. At ICEF, music, dance, sports, and drama are not optional "extras." We truly believe that by encouraging our students to participate in these activities - along with their academic studies - we are developing not just stellar students but engaging and talented members of society.

Financial Stewardship. In an effort to decentralize financial operations and give schools more control over their own budgets, ICEF utilizes a school-based budgeting model. ICEF is transparent with faculty, staff, and the Board about the financial state of the organization through regular updates and open dialogue. We are focused on long-term financial stability while investing heavily in students' current needs.

ICEF Public Schools offers a unique tripartite approach in the areas of Academics, Arts, and Athletics:

Academics. Academics focus on mastery of the Common Core State Standards to ensure that students are college and career ready. Quality teaching and learning take place through the implementation of the ICEF Teacher Effectiveness Framework, the adoption of Common Core-aligned curriculum and strategies, intensive professional development, and the ICEF-Wide Assessment system. Instructional decisions are based on student performance data and teachers work closely in professional learning teams to reflect on how to best meet the needs of students. ICEF creates a community of learning where stable and mutually respectful relationships with adults and peers are considered fundamental to increasing intellectual development and personal growth. Additionally, ICEF fosters a commitment to teaching a core academic program that utilizes research-based instructional practices and promotes artistic, scientific, and mathematical literacy, as well as critical thinking and reasoning.

Arts. The Arts department at ICEF prides itself in transforming the learning experiences of our scholars. Students experience the Arts through various opportunities including Arts Integration, Visual Arts classes, Music classes, and hands-on multimodal experiences, including field trips, performances, festivals and partnerships with community organizations.

Athletics. ICEF believes in athletics for all and offers a variety of sports to match our scholars' varied talents and interests. ICEF recognizes that participation in athletics teaches scholars discipline, respect, teamwork, and sportsmanship while improving students' confidence and increasing their motivation to excel in school. The social skills emphasized in our sports program are skills necessary for success in learning as well as in becoming well-rounded citizens. To that end, the Athletics Program is an extension of the learning that takes place during the school day. ICEF stresses that student-athletes are students first. Academic eligibility and good behavior are therefore mandatory for participation in athletics.

Core Values

ICEF schools and staff are guided by core values and beliefs that reflect what we believe are the best practices found in high performing schools that consistently

produce well-educated students prepared to enter and succeed in college. The following core values are instilled as guiding principles throughout the entire ICEF organization:

Community. We will create, grow and support a unified community where we are passionate about the success of our students.

Diversity. We will respect diversity while using our differences to drive innovative practices that unite us all.

Empowerment. We will empower our stakeholders to be efficient and effective in delivering the highest quality services for our students.

Accountability. We will develop a culture of integrity where we hold ourselves and each other accountable for our actions and behavior with our students, our parents, and our stakeholders.

Communication. We will provide clear, effective, and timely communications within our organization and in our business dealings. Safety. We will ensure a learning environment where students, parents, visitors, and staff feel supported and secure.

Collaboration. We will make ICEF an enjoyable workplace of professionals where we actively share responsibility, celebrate successes, learn from failures, and work together for the success of all.

Academic Leadership

Academic Leadership is critical to school success. ICEF principals function as the instructional leaders on campus. The principal's core responsibilities include teacher support and training, student academic counseling and programming, master schedule creation, and culture building. The ICEF Academic Team supports and provides training to principals to develop their instructional leadership and overall leadership effectiveness. The Academic Team leads principals and teachers in understanding the essential elements of the ICEF Educational Program and the day-to-day operations of their school.

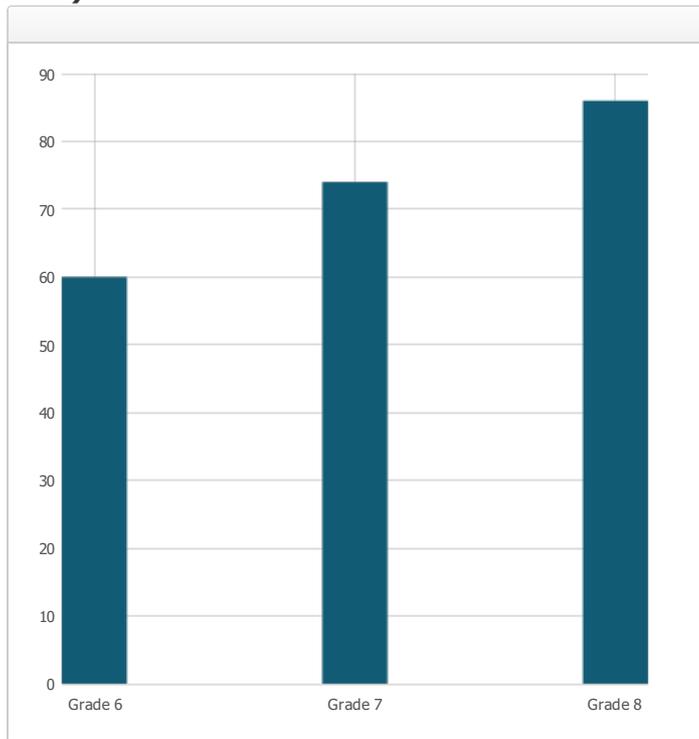
Success will be defined as reaching mutual goals of training and performance. Measures of individual school success will include CAASPP results, API scores, stakeholder (teacher, parent, and student) satisfaction surveys, student retention, and 360 reviews. Overall success will be monitored through charter renewal results. The Academic Team is assigned oversight responsibility for these processes. Key responsibilities of the Academic Team include:

- Develop and implement ICEF's academic model?
- Guide education team's initiatives, specifically Teacher Development, Principal Training and the transition to the Common Core Standards
- Work with principals to codify and continually enhance ICEF's academic model based on internal and external best practices related to Curriculum, Special Education, ICEF Code of Conduct and teacher Professional Development
- Work with principals to set, measure and attain student achievement targets
- Work with principals to manage teacher intervention process
- Assist new principals in applying ICEF's Instructional Elements to new schools?
- Provide coaching/mentoring to principals and provide guidance/solutions for principals' most pressing challenges and concerns
- Facilitate collaboration for internal network of teachers and principals
- Ensure access to external best practices for teachers and principals (e.g., conferences, outside mentors)?
- Develop efficient process for educational operations including testing, reporting, compliance, and use of data
- Participate in recruiting and selection of educational staff

Last updated: 1/16/2018

Student Enrollment by Grade Level (School Year 2016—17)

Grade Level	Number of Students
Grade 6	60
Grade 7	74
Grade 8	86
Total Enrollment	220



Last updated: 12/21/2017

Student Enrollment by Student Group (School Year 2016—17)

Student Group	Percent of Total Enrollment
Black or African American	87.3 %
American Indian or Alaska Native	0.0 %
Asian	0.0 %
Filipino	0.0 %
Hispanic or Latino	11.8 %
Native Hawaiian or Pacific Islander	0.0 %
White	0.9 %
Two or More Races	0.0 %
Other	0.0 %
Student Group (Other)	Percent of Total Enrollment
Socioeconomically Disadvantaged	94.1 %
English Learners	4.1 %
Students with Disabilities	12.3 %
Foster Youth	3.6 %

A. Conditions of Learning

State Priority: Basic

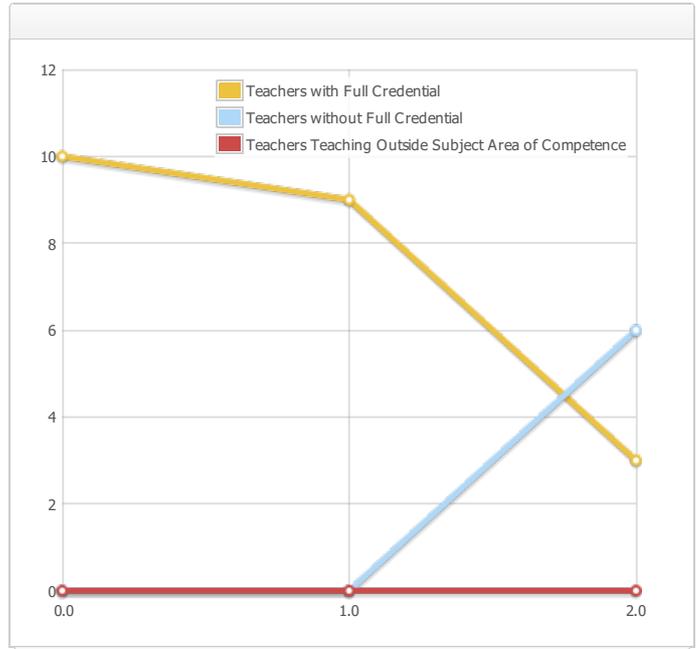
The SARC provides the following information relevant to the State priority: Basic (Priority 1):

- 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

Note: "District" Teacher Credential information represents ICEFwide data.

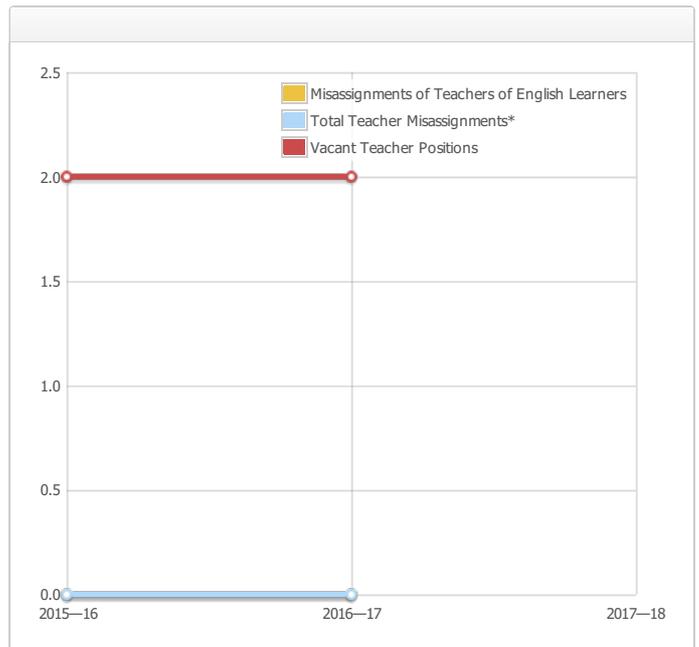
Teachers	School 2015—2016	School 2016—2017	School 2017—2018	District 2017—2018
With Full Credential	10	9	3	
Without Full Credential	0	0	6	
Teachers Teaching Outside Subject Area of Competence (with full credential)	0	0	0	



Last updated: 1/16/2018

Teacher Misassignments and Vacant Teacher Positions

Indicator	2015—2016	2016—2017	2017—2018
Misassignments of Teachers of English Learners	0	0	
Total Teacher Misassignments*	0	0	
Vacant Teacher Positions	2	2	



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.

Last updated: 12/21/2017

Quality, Currency, Availability of Textbooks and Instructional Materials (School Year 2017–18)

The list that follows contains information regarding ICEF's core instructional resources and supplemental materials. ICEF ensures that every student has access to the core instructional materials in each class. During novel units in literature, each student is issued an individual copy of the novel or students may elect to purchase the novel, if desired. Each school site is solely responsible for the ordering, issuing, and maintenance of all textbooks and instructional materials. Supplemental materials are used at the discretion of the school director, teacher, and academic departments. Supplemental materials are selected from Common Core Standards Appendix B.

Year and month in which the data were collected: August 2017

Subject	Textbooks and Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	ELA: Lucy Calkins Writer's Workshop Units of Study ELA: Core Literature (Monster, The Skin I'm In, The Kidnapped Prince, House on Mango Street, The Outsiders, The Giver, Roll of Thunder, Hear My Cry) Intervention: Achieve 3000	Yes	0.0 %
Mathematics	SWUN Math Curriculum, implemented 2017		0.0 %
Science	Science: Houghton Mifflin Harcourt HMH Science Dimensions	Yes	0.0 %
History-Social Science	History: Discovering Our Past (6th Grade--Ancient World History, 7th Grade--Medieval and Early Modern Times, 8th grade--United States History)		0.0 %
Foreign Language	N/A		0.0 %
Health			0.0 %
Visual and Performing Arts	<p>Grades 6-8 Visual Arts</p> <p>All ICEF middle school visual arts classes are taught in relation to California's Visual and Performing Arts Content Standards and the National Core Art Standards. Studio based lessons are designed around the elements and principles of the visual arts. 100% of students have access to proper art materials for each lesson. In place of student textbooks, teachers use power points and document readers to convey content and studio based techniques to students. Each lesson contains mini lessons on technique and historical overviews of master contemporary and historical artists. Teachers also use the ICEF Visual Arts curriculum and teacher textbooks as models for lesson planning. Handouts for historical readings of master artists are included in lessons. Worksheets are also made for note taking and for students to reference techniques and master artists studied in class.</p> <p>Grades 6-8 Dance</p> <p>All ICEF middle school dance classes are taught in relation to California's Visual and Performing Arts Content Standards and the National Core Art Standards. Students also watch performances on video and are taught vocabulary and language. Dance vocabulary is reference in the dance room with a word wall.</p> <p>Grades 6-8 Music</p> <p>The ICEF middle school music class is taught in relation to California's Visual and Performing Arts Content Standards and the National Core Art Standards. Students write songs and learn to use various instruments. Necessary texts are projected in class with a document reader.</p> <p>Grades 6-8 Theater</p> <p>All ICEF middle school theater classes are taught in relation to California's Visual and Performing Arts Content Standards and the National Core Art Standards. Class sets of plays are used during class.</p> <p>A Raisin in the Sun, Lorraine Hansberry Charlie and the Chocolate Factory, adapted by Richard George No Fear Romeo and Juliet, Spark Notes The Visit, Friedrich Durrenmatt Our Town, Thornton Wilder</p>		0.0 %
Science Lab Eqpmt (Grades 9-12)	N/A	N/A	0.0 %

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

School Facility Conditions and Planned Improvements

ICEF Inglewood Middle Academy is located at 304 E. Spruce Street, Inglewood, CA 90301. ICEF Inglewood Middle currently occupies 13 classrooms and two office areas of this former church school. There is a large multi-purpose room, library, computer lab, and a small play area.

Maintenance and Repair

Maintenance and repair take place at all ICEF Public Schools' sites on a regular basis. These include

Preventive maintenance plans for all buildings include doors, windows, ceilings, and wall repair and maintenance. The current janitorial staff has improved the cleanliness of the campus.

Facility inspections (walk-throughs) are conducted on a regular basis to determine repairs or safety issues. All mechanical, electrical, plumbing and fire systems are checked regularly for operation problems.

Some bathrooms were upgraded during August 2011, toilets were replaced and minor plumbing issues resolved. Another bathroom was renovated during the summer of 2014. All classrooms and the auditorium have been recently repainted. New safety entrance door hardware was installed, all door hardware was replaced, railings were upgraded, outdoor tile was replaced upstairs and safety stripped. Wall air conditioning units have been installed in each classroom by the charter school.

Cleaning Process and Schedule

There is one full time custodian assigned to this site, as well an outside night custodian.

Technology

Upgrades and installation of dedicated computer labs have taken place at all ICEF campuses. Building upgrades in electrical and data cabling were made by ICEF to accommodate equipment.

Improvements

No improvements are anticipated.

Last updated: 1/16/2018

School Facility Good Repair Status

Year and month of the most recent FIT report:

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

Overall Facility Rate

Year and month of the most recent FIT report:

Overall Rating	Good
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Last updated: 1/16/2018

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 (School Year 2016—17)

Subject	Percentage of Students Meeting or Exceeding the State Standards					
	School		District		State	
	2015—16	2016—17	2015—16	2016—17	2015—16	2016—17
English Language Arts / Literacy (grades 3-8 and 11)	18%	17%	33%	32%	48%	48%
Mathematics (grades 3-8 and 11)	6%	6%	19%	20%	36%	37%

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.

Last updated: 1/16/2018

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 area of physical education

California Physical Fitness Test Results (School Year 2016—17)

80.9% of ICEF Inglewood Middle seventh grade students were in the Healthy Fitness Zone on four or more fitness standards compared to **73.9%** of seventh graders statewide.

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
7	20.8%	31.2%	32.5%

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.

Last updated: 1/5/2018

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 2017—18)

Terrance Engram, Community Relations Coordinator for ICEF Inglewood Middle Charter Academy | Email: Tengram@icefps.org
Patricia Jackson, Director of Special Projects, Climate & Communications for ICEF Public Schools | Email: PJackson@icefps.org

Parental involvement is essential to the success of students and schools. Expectations and goals are communicated and discussed with parents during orientation and via annual parent/teacher meetings, regular Parent Information Meetings (PIMs), quarterly student progress reports, quarterly student report cards, annual Back to School Night, school websites, annual student-led conferences, Illuminate (posting of students' grades, attendance, and teacher comments) and periodic small group meetings.

ICEF Public Schools strive to involve parents in student academic achievement. Parents of ICEF students are always welcomed to participate in the educational process and are offered opportunities to volunteer during the school year. In addition, parents are directly involved in non-academic programming through cadres (committees) responsible for discipline, safety, curriculum, college preparation and fundraising. The cadres allow all stakeholders – administrators, teachers, parents and students – to participate in school-wide decision-making that is sensitive to the needs and desires of families at each ICEF public school. The work of the cadres is presented at Parent Information Meetings (PIMs).

A full-time Community Relations Coordinator (CRC) is assigned to each campus to promote and ensure family and community involvement. CRCs assist in organizing cadres, PIMs and volunteer opportunities for parents.

State Priority: Pupil Engagement

The SARC provides the following information relevant to the State priority: Pupil Engagement (Priority 5):

- High school dropout rates; and
- High school graduation rates

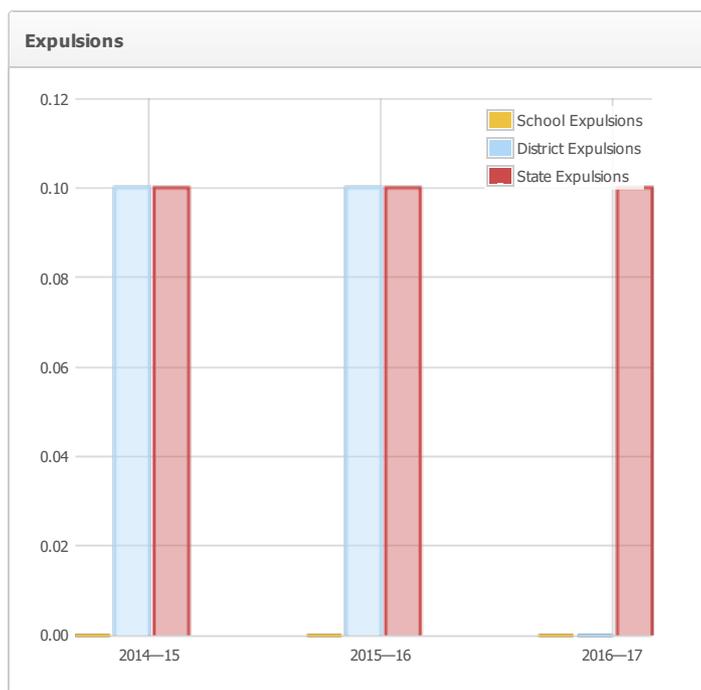
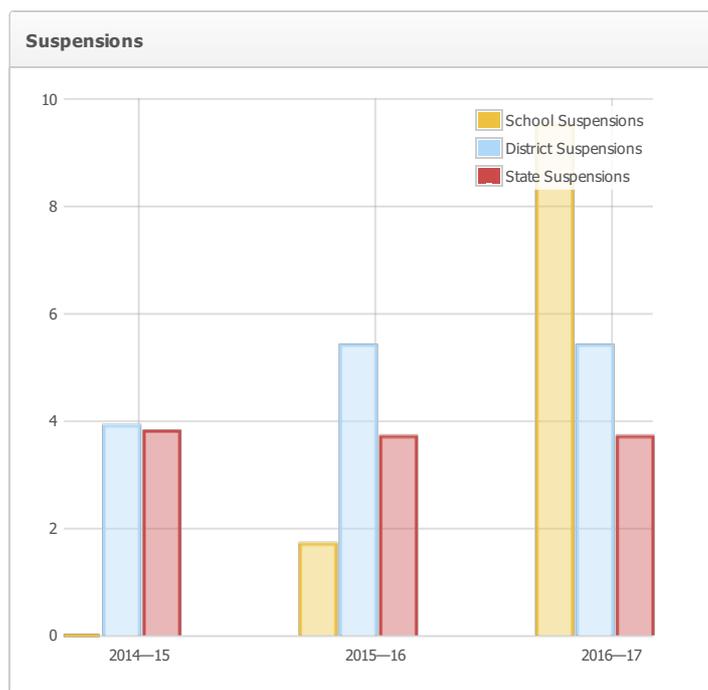
State Priority: School Climate

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

	School	School	School	District	District	District	State	State	State
Rate	2014—15	2015—16	2016—17	2014—15	2015—16	2016—17	2014—15	2015—16	2016—17
Suspensions	--	1.7%	9.5%	3.9%	5.4%	5.4%	3.8%	3.7%	3.7%
Expulsions	--	0.0%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%	0.1%



Last updated: 1/16/2018

School Safety Plan (School Year 2017—18)

ICEF Public Schools has developed a standard School Emergency Response Plan that is annually reviewed, revised and adopted by all ICEF school sites. The Plan meets the requirements of the State of California and the City/County of Los Angeles policies on Emergency Response and Planning, the National Incident Management System (NIMS), and defines the primary and support roles of the schools in after-incident damage assessment and reporting requirements. The School Emergency Response Plan was revised and reviewed by December 31, 2016, and has been discussed with all school staff faculty prior to January 15, 2017.

The School Site Council, which consists of school administrators, teachers, parents, and community members at each ICEF school, has the responsibility of revising specific sections of their school safety plan, including but not limited to (a) Local Emergency Number List, (b) School Emergency Response Team, (c) Incident Command System, (d) Utility Vendor and (e) Shutoff Information, (f) Emergency Drill Schedule, and (g) Evacuation Plans. The School Operations Managers is responsible for ensuring the safety plan is available in the main office and for submitting the completed plan to the ICEF Operations. In addition, the School Operations Managers and/or Facilities personnel insure that the Material Safety Data Sheets for all hazardous materials use on school grounds are kept in a central school location and updated, as needed.

To ensure the successful implementation of safety procedures, the Operations Department provides annual trainings to staff for their assigned responsibilities. In addition, emergency drills are performed at all ICEF school sites throughout the year, including earthquake, fire, active shooter, Lock-Down (response and no response), and Shelter-In-Place drills. The Operations Department also ensures that each classroom has an emergency kit, alert cards, and that each school has a comprehensive medical kit and three day supply of water. Inventory of emergency supplies and medical kits are reviewed annually and replenished as needed.

Last updated: 1/16/2018

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 (Secondary)

Subject	2014—15				2015—16				2016—17			
	Average Class Size	Number of Classes *			Average Class Size	Number of Classes *			Average Class Size	Number of Classes *		
		1-22	23-32	33+		1-22	23-32	33+		1-22	23-32	33+
English	21.0	2	3	2	27.0	0	6	0	25.0	1	2	0
Mathematics	34.0	0	0	2	27.0	0	6	0	27.0	1	5	0
Science	29.0	0	3	2	27.0	0	6	0	27.0	1	5	0
Social Science	29.0	0	3	2	27.0	0	6	0	27.0	1	5	0

* 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.

Last updated: 1/16/2018

Academic Counselors and Other Support Staff (School Year 2016—17)

Title	Number of FTE* Assigned to School	Average Number of Students per Academic Counselor
Academic Counselor		
Counselor (Social/Behavioral or Career Development)	1.0	N/A
Library Media Teacher (Librarian)		N/A
Library Media Services Staff (Paraprofessional)		N/A
Psychologist		N/A
Social Worker		N/A
Nurse		N/A
Speech/Language/Hearing Specialist		N/A
Resource Specialist (non-teaching)	1.0	N/A
Other		N/A

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

*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.

Last updated: 1/16/2018

Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2015—16)

Note: "School Site" data below are ICEFwide figures.

Level	Total Expenditures Per Pupil	Expenditures Per Pupil (Restricted)	Expenditures Per Pupil (Unrestricted)	Average Teacher Salary
School Site	\$9992.0	\$2357.0	\$7635.0	\$52218.0
District	N/A	N/A	\$0.0	\$73263.0
Percent Difference – School Site and District	N/A	N/A	200.0%	-33.5%
State	N/A	N/A	\$6574.0	\$74476.0
Percent Difference – School Site and State	N/A	N/A	14.9%	-35.1%

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

Last updated: 1/30/2018

Teacher and Administrative Salaries (Fiscal Year 2015—16)**ICEF Public Schools**

Beginning Teacher Salary \$39,800

Mid-Range Teacher Salary \$56,564

Highest Teacher Salary \$73,328

Average Principal Salary (Elementary) \$96,000

Average Principal Salary (Middle) \$95,833

Average Principal Salary (High) \$98,500

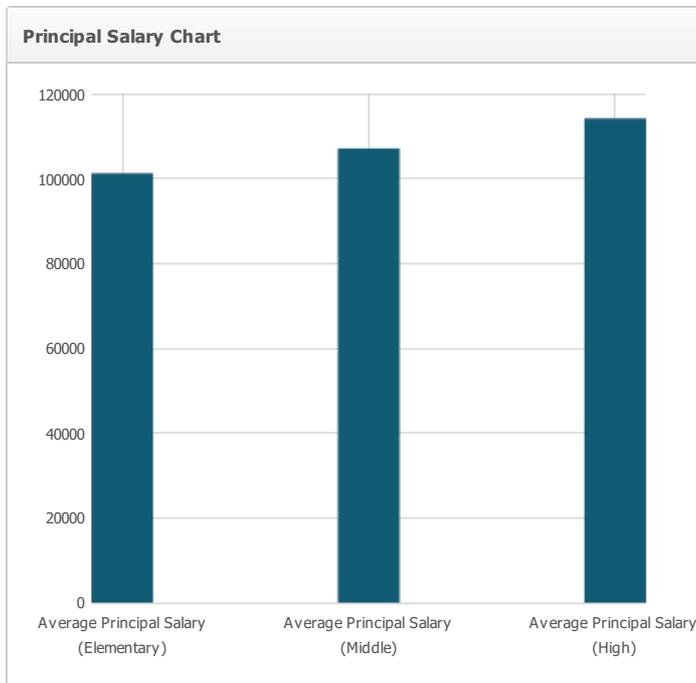
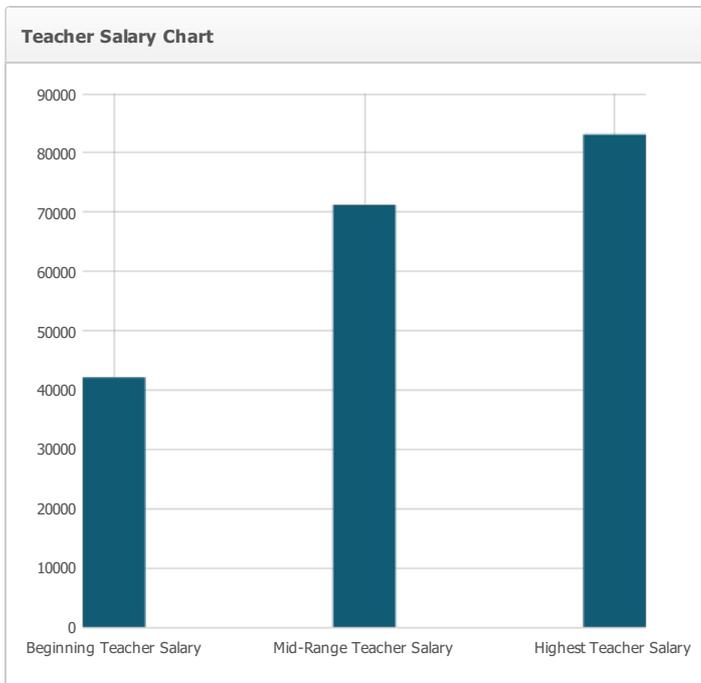
Percent of Budget for Teacher Salaries 27%

Percent of Budget for Administrative Salaries 10%

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	\$42,126	\$46,511
Mid-Range Teacher Salary	\$71,228	\$73,293
Highest Teacher Salary	\$83,125	\$92,082
Average Principal Salary (Elementary)	\$101,208	\$113,263

Average Principal Salary (Middle)	\$107,094	\$120,172
Average Principal Salary (High)	\$114,161	\$131,203
Superintendent Salary	\$257,808	\$213,732
Percent of Budget for Teacher Salaries	29.0%	36.0%
Percent of Budget for Administrative Salaries	4.0%	5.0%

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



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Professional Development

Professional Development

Prior to School Opening (10 days total): In 2017-2018, prior to school opening in the Fall, ICEF teachers, and school leaders participate in a five day Summer Institute led by the ICEF Academic Team. The Summer Institute for teachers consisted of workshops designed to help team members have a clear understanding of the ICEF Teacher Effectiveness Framework, Common Core State Standards, effective instructional practices, curriculum implementation, classroom management strategies, ICEF Instructional Elements, and culturally responsive pedagogy. Teachers then spent 5 more days receiving professional development at their school sites focused many of the same topics.

Early Release Days: All schools dismiss students at 12:30pm on Wednesdays to provide time for teachers to collaborate within and across grade levels and content areas. Professional development is focused on the Common Core State Standards, curriculum implementation, data analysis, and the ICEF Teacher Effectiveness Framework. Workshops are led by Academic Team members, school site Instructional Leadership Teams, and Teacher Leaders.

Data Days (3 days total): In 2017-2018 school year, all ICEF teachers and administrators met to review interim assessment data three times during the year during ICEF-wide Data Days. During these data review days, teachers meet with their school sites and with their content areas to analyze student interim assessment results. Assessments are administered in grades K-12 across all core content areas. The Home Office supports schools by consolidating results and providing technical support during the administration of the assessments.

Leadership Retreat and Monthly Principal Meetings (12 days total): According to research conducted by Paul Bambrick-Santoyo, as well as research from the Wallace Foundation, school success is highly contingent upon the Principal's effectiveness as an instructional leader. An effective instructional leader focuses on high leverage practices that keep a laser sharp focus on instruction – data analysis, lesson observation and feedback, curriculum planning, providing effective professional development, managing student and staff culture, and developing strong instructional leadership teams. Professional Development for Principals is focused on these high leverage practices. Principals, Assistant Principals, Instructional Specialists, and Teacher Leaders participated in a three-day Leadership Retreat focused on creating a culture of excellence where they enhanced their leadership practices and developed school-wide goals. This group of School Leaders also participate in monthly professional development workshops, which include classroom learning walks, critical inquiry and consultancies to help them become more effective Instructional Leaders.

Teacher Evaluation and Coaching Process: Teachers are monitored through multiple informal observations and at least one formal observation using the ICEF Teacher Effectiveness Framework. This framework is based on the work of the College Ready Promise and the Framework for Effective Teaching developed by Charlotte Danielson. At the beginning of the academic year, teachers meet with immediate supervisors to set goals and create a Professional Learning Plan (PLP) aligned to indicators on the Teacher Effectiveness Framework. Teachers are scored on a points system, consisting of one scheduled formal observation, two-four unscheduled informal observations, and a scorecard covering professional responsibilities and effective teaching practices that may not be evident during an observation. Coaching conversations are held following each formal and informal observation. In these conversations, teachers complete lesson reflections and work with their school leader on next steps that are aligned to effective performance in an identified area of need. Data from the process is collected throughout the year to help drive professional development at school sites and ICEF-wide.

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