

Not Making the Grade

San Francisco's Shortage of Credentialed Teachers

June 15, 2023



CITY AND COUNTY OF SAN FRANCISCO

2022–2023 CIVIL GRAND JURY

About the San Francisco Civil Grand Jury

The Civil Grand Jury is a government oversight panel of volunteers who serve for one year. It makes findings and recommendations based on its investigations. Reports of the Civil Grand Jury do not identify individuals by name, and disclosure of information about individuals interviewed by the Jury is prohibited.

—*California Penal Code §929*

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* This report is issued by the Grand Jury with the exception of two jurors who were recused because of a current or recent connection with organizations that are or have been involved with education in San Francisco. These grand jurors were excluded from all parts of the investigation, discussion, and deliberations related to this report, and from the writing and approval of the report.

Summary

State law and San Francisco Unified School District (SFUSD) policy require that all teaching positions be filled by credentialed teachers. However, in the 2020–2021 school year, teachers with full credentials filled only 77% of the District’s teaching assignments, while nearly 10% of its assignments were labeled “Ineffective” by the State. These figures were worse than the average rates for schools in the San Francisco Bay Area and across the state.

The 2022–2023 San Francisco Civil Grand Jury investigated this shortage by analyzing data, conducting interviews, and reviewing publications and research, and discussed challenges in teacher recruitment and retention. Our investigation yielded six findings:

1. SFUSD does not employ an adequate number of credentialed teachers to afford a quality education to all San Francisco students.
2. Recruitment and retention may be negatively affected by the District’s low starting salary for credentialed teachers.
3. Recruitment and retention may be negatively affected by a lack of awareness of the District’s competitive pension and other benefits.
4. Recruitment and retention may be negatively affected by the District’s failures to correctly administer teacher and staff payroll.
5. SFUSD’s lack of data about candidates who decline job offers and credentialed teachers who leave District jobs impairs its ability to understand and remediate its shortage of credentialed teachers.

6. SFUSD administrators' reluctance to cooperate with this investigation slowed our ability to thoroughly examine the District's shortage of credentialed teachers.

This report details the Jury's research, investigation, findings, and recommendations.

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Background

“A student with even one ineffective teacher may not catch up to his peers for up to 3 years, and having one excellent teacher doesn’t fully compensate for the ineffective one. . . . Students with 3 bad teachers in a row rarely catch up at all. Differences in student achievement of 50 percentile points were observed as a result of teacher sequence after only 3 years. . . . Ineffective teachers tend to be ineffective for all students regardless of their ability level.”

—William L. Sanders and June C. Rivers¹

It is a legal requirement that all California teachers have a valid California teaching credential. All teachers are required to have a valid California credential administered by the Commission on Teacher Credentialing (CTC) to teach in the State.²

When fully credentialed teachers aren’t available, school districts can take advantage of a multitude of available permits and waivers by which they may staff teaching positions with other types of education employees³—or individuals without credentials of any kind.⁴ However, these provisions have always been intended as temporary exceptions to a general policy preference for credentialed teachers. This policy aligns with research that links teacher credentialing to quality educational outcomes.⁵

¹ Sanders and Rivers, “Cumulative and Residual Effects of Teachers.”

² Cal. Educ. Code § 44225 *et seq.*

³ Cal. Code Regs. Tit. 5, § 80021–80033

⁴ Mays, “Many California Teachers.”

⁵ Clotfelter, Ladd, and Vigdor, “Teacher Credentials and Student Achievement,” 673–682.

A statewide teacher staffing shortage, compounded by the COVID-19 pandemic, has resulted in many school districts relying upon more of these permits and waivers.

The San Francisco Civil Grand Jury sought to investigate how many San Francisco Unified School District (SFUSD) teaching positions the District staffed with fully credentialed teachers, and examined the District's challenges in recruiting and retaining credentialed teachers.

A History of Teacher Credentialing

The responsibility for certifying teacher qualifications and competence has not always been a state function in California. Early in state history, individual schools and districts held that responsibility.

By the 1950s, however, dissatisfaction with public school curriculum and teacher preparation led State Senator Hugo Fisher to press for stronger subject matter preparation. The Fisher Act of 1961 delegated the task of improving teacher preparation to the State Board of Education.

In the late 1960s, State Assembly Member Leo J. Ryan worked hard to educate himself and his legislative colleagues on the new educational thinking of the era. To ensure the professionalism of teachers and address demand for qualified teachers, the Ryan Act of 1970 created the nation's first independent standards board: the Commission on Teacher Preparation and Licensing (CTC).⁶

Under subsequent reforms, the CTC's role expanded to include the development of program standards, accreditation procedures, and credentialing practices.

⁶ California Commission on Teacher Credentialing, "[A History of Policies and Forces Shaping California Teacher Credentialing](#)." In 1983, the California Legislature changed this body's name to the Commission on Teacher Credentialing (CTC).

In the late 20th Century, efforts to reduce class sizes increased demand for teachers, which drew increased attention to teacher accountability. In 1998, Senate Bill (SB) 2042 expanded the minimum requirements for teacher credentials.⁷

A 2000 class action, *Eliezer Williams, et al., vs. State of California, et al.*, sought to challenge the unequal distribution of instructional materials, safe and decent school facilities, and qualified teachers across the State. After the case was settled in 2004, the State allocated additional funding for standards-aligned instructional materials and oversight activities. New state law required specified levels of service by Local Education Agencies (LEAs, i.e., school districts).

Among *Williams*' impacts were enhancements to the School Accountability Report Card (SARC), a reporting tool discussed below.⁸

Credentialing Requirements

To obtain teaching certification in California, a candidate must obtain a bachelor's degree from an accredited university or other college degree, pass the California Basic Educational Skills Test (CBEST) and an assessment of their teaching performance, and accrue teaching experience.⁹

On its hiring website, the San Francisco Unified School District (SFUSD) prominently displays its intended compliance with credentialing requirements:

Credentials are required for employment in all certificated positions at SFUSD. It is necessary for educators to hold appropriate credentials for their assignments because in doing so, we **ensure that students receive the quality education** they deserve and the district fulfills our responsibility under

⁷ S. B. 2042 (Chapter 548, Stats. 1998).

⁸ California Department of Education, "[The Williams Case, An Explanation.](#)"

⁹ CTC, "[Teaching Credentials Requirements.](#)"

Education Code §44258.9 to have evidence of the legal basis for the assignment of each educator.¹⁰

Investigating the Data

Each year, all California schools and school districts must update and publish SARC reports to report the condition of their facilities, the assignment of teachers and vacant teaching positions, and the availability of educational materials. SARC data makes it possible for watchdog bodies to determine whether districts comply with the Education Code’s mandate of adequate education to all students.

With SARC reports for San Francisco’s 112 schools as our starting point, the Jury sought to investigate how many of San Francisco’s students are taught by credentialed teachers. We supplemented this analysis with interviews with District administrators, members of the Board of Education, educators, and education advocates.

Our goal was to understand the challenges in teacher retention and recruiting that can affect SFUSD’s teacher shortage and recommend possible solutions.

¹⁰ San Francisco Unified School District, “[Credentiaing](#).”

Methodology

Quantitative Research

To determine the extent to which SFUSD follows certification requirements, the Jury reviewed State data on educator assignments.

Specifically, we consulted SARC reports,¹¹ the California Department of Education (CDE) *DataQuest* database,¹² and CTC’s teacher assignment dashboard.¹³ At the time of our research—spring 2023—the most recent data available from all three sources was from the 2020–2021 school year.

When the Jury discovered inconsistent data definitions and totals between the first two sources and the third, we elected to rely upon SARC data for our analysis. More information about the data challenges we encountered is available in *Appendix 1*.

We reviewed SARC reports for the quantities of SFUSD teachers matching specific assignment definitions—described below—and calculated these as a percentage of all SFUSD teaching positions. We subsequently compared these percentages to statewide averages as well as the average for all San Francisco Bay Area school districts.

¹¹ CDE, “[2022 School Accountability Report Card](#).”

¹² CDE Data Reporting Office, “[DataQuest](#).”

¹³ CTC, “[All Reports and Data](#).”

SARC Definitions

For SARC reporting, the California Department of Education (CDE) uses four definitions of assignments for classroom teachers.¹⁴ They are as follows:

1. Fully Preliminary or Clear Credentialed for Subject and Student Placement;
2. Intern Credential Holders;
3. Credentialed Teachers Assigned Out-of-Field; and
4. Ineffective Teachers.

1. Fully Preliminary or Clear Credentialed for Subject and Student Placement

Also known as a “clear credentialed” teacher, this designates an educator who has met all teaching certification requirements. A clear credential “permits them to teach the subject and grade levels that they are assigned.”

2. Intern Credential Holders

An individual with this credential holds a temporary license that authorizes them to teach for two years.

3. Credentialed Teachers Assigned Out-of-Field

This category encompasses a teacher who holds a credential—but not for the subject area or grade level to which he or she is assigned. These assignments are regulated by CTC permits and waivers.¹⁵

4. Ineffective Teachers

This category encompasses four sub-groups:

¹⁴ CDE, “[Updated Teacher Equity Definitions](#).”

¹⁵ Permits and waivers include the General Education Limited Assignment Permit (GELAP), the Special Education Limited Assignment Permit (SELAP), short-term waivers, and emergency permits, as well as “Local Assignment Options” used by school districts when they cannot otherwise assign a certificated employee.

- A. Teachers without a full teaching license who are assigned under an emergency permit—including short-term and substitute teachers;
- B. Individuals who are not credentialed as teachers and do not have a temporary permit, but are credentialed as school administrators, librarians, nurses, or other personnel;
- C. “Individual[s] who hold no credential, permit, or authorization to teach in California;” and
- D. “Vacant teacher positions,” i.e., positions to which no credentialed employee was assigned at the beginning of a school year (for a year-long role) or the beginning of a semester (for a semester-long course).¹⁶

Qualitative Research

Interviews were an essential part of our investigation to supplement our data analysis. To clearly understand SFUSD’s shortage of credentialed teachers, we interviewed all levels of personnel.

The Jury conducted interviews with District leadership and staff, representatives of the San Francisco Board of Education, staff from SFUSD’s teacher accreditation program, school principals, and teachers.

In adherence to the California Penal Code’s strict confidentiality standards for Civil Grand Jury investigations, this report does not disclose the interview subjects’ identities, the specific questions we asked, nor the answers that each subject furnished.¹⁷

¹⁶ In addition to their use in the SARC, these definitions are used by the Teaching Assignment Monitoring Outcomes (TAMO) reports in CDE’s *DataQuest* database. We determined that TAMO data and SARC data were the same.

¹⁷ CA Penal Code § 929 (2021).

Discussion

Federal, state, and local laws require workers in many professions to demonstrate a standard knowledge and proficiency in their field through testing and proof of training. This includes physicians and nurses, barbers, accountants, bus drivers, and peace officers. Most require a standard body of knowledge and some form of certification or licensing.

It is the Jury's belief, and the premise of this investigation, that teaching should be no exception.

It is bedeviling to precisely correlate teacher certification with student outcomes. One reason for this is that credentialed teachers are not evenly distributed across schools and school districts. For example, lower rates of credentialed teachers frequently coincide with other confounding factors that affect educational outcomes, such as poor student nutrition,¹⁸ lead paint,¹⁹ and parental incarceration.²⁰

Nevertheless, longitudinal research has isolated the effects of teacher credentialing on student outcomes.²¹ This is complemented by a wealth of scholarship that attributes student success to formal teacher training.²² Passing a certification exam is a reasonable proxy for formal training, since testing shows the mastery of a body of knowledge or subject matter acquired over a period of time through education and training.

¹⁸ Whatnall, Patterson, Burrows, and Hutchesson, "Higher Diet Quality."

¹⁹ Zhang, Baker, Tufts, Raymond, Salihu, and Elliott, "Early Childhood Lead Exposure."

²⁰ Nichols and Loper, "Incarceration in the Household," 1455.

²¹ Clotfelter, et al., *op. cit.*; Goldhaber and Brewer, "Teacher Degree Level," 79.

²² See, e.g., Harris and Sass, "Teacher Training," 798.

If we expect credentialed teachers for our students, then what follows is bad news: SFUSD does not employ enough credentialed teachers to furnish a quality education to every student in the District. For more than a decade, the District’s teacher attrition rate has averaged between 9% and 10%, and it cannot recruit sufficient new credentialed teachers to fill each teaching assignment.²³

Our analysis uncovered that in the 2020–2021 school year, approximately 77% of SFUSD teaching positions were staffed by individuals with clear teaching credentials. Put another way, nearly one quarter of teaching positions were staffed by individuals without these credentials. A subset of this group—9% of all teaching positions—were so-called “Ineffective” teacher placements.²⁴

In the same reporting year, in all Bay Area schools, 82% of teaching positions were filled by clear-credentialed teachers, a rate that is one fifth higher than SFUSD’s, and 6.3% of placements were Ineffective—almost one third fewer than in San Francisco. Statewide, 83% of teaching positions were filled by clear-credentialed teachers, and just 4% were Ineffective.

These figures are summarized in *Table 1*.

Table 1: 2020–2021 Teacher Assignments²⁵

| | Clear Credentialed | Intern | Out of Field | Ineffective |
|------------------------|--------------------|--------|--------------|-------------|
| California | 83.12% | 1.53% | 4.41% | 4.08% |
| San Francisco Bay Area | 81.72% | 2.38% | 3.27% | 6.27% |
| SFUSD | 76.24% | 2.25% | 4.25% | 8.92% |

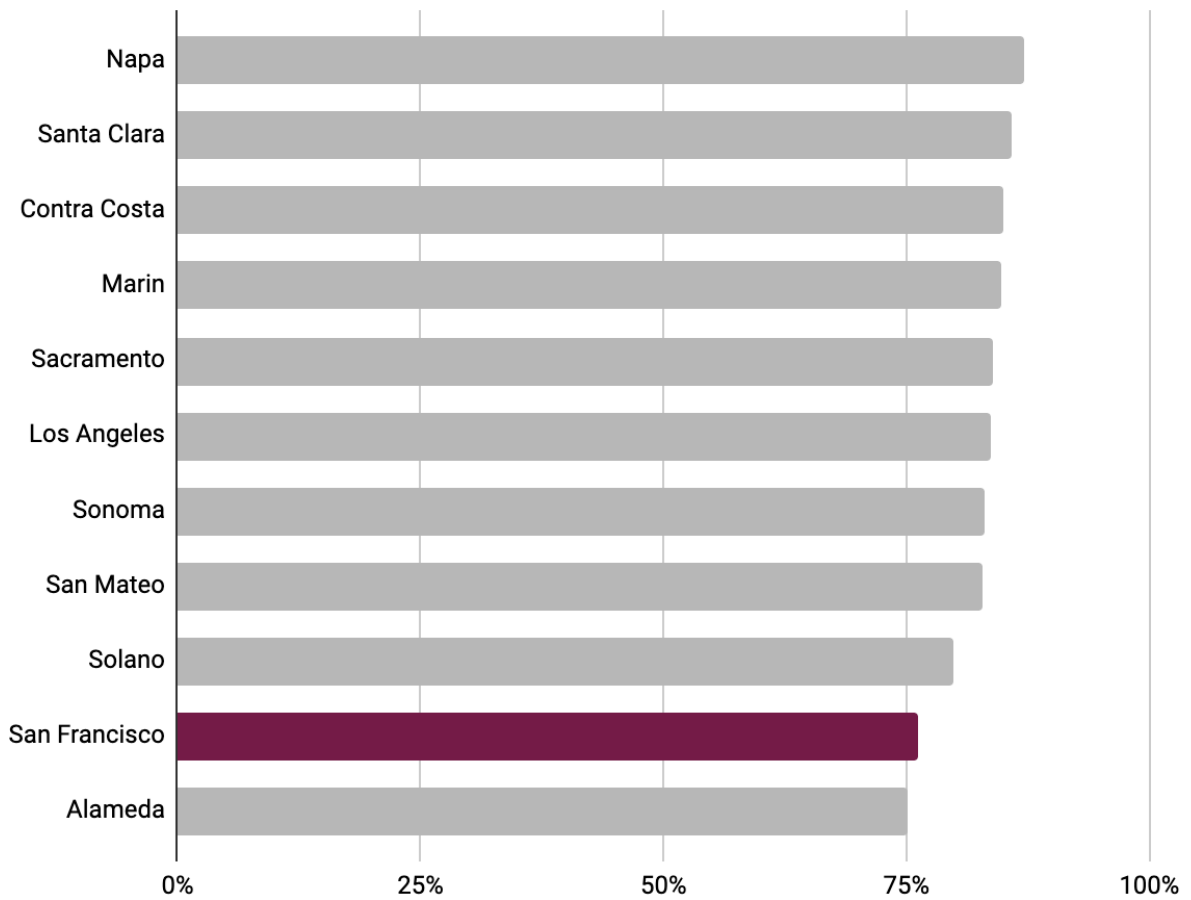
²³ SFUSD, “SFUSD Monitoring Teacher Attrition.”

²⁴ CDE, “Updated Teacher Definitions,” *op. cit.*

²⁵ 2022 SARC.

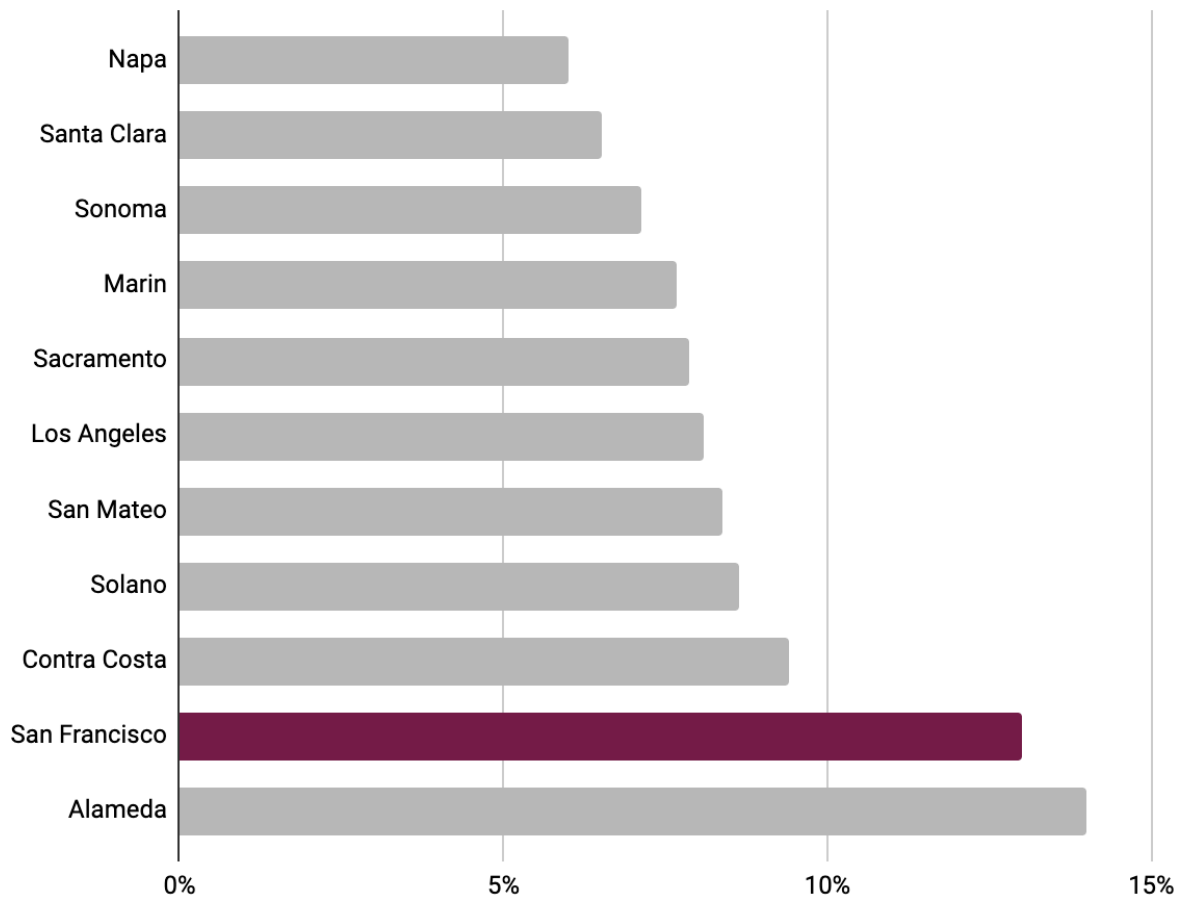
Figure 1 shows the percentage of clear credentialed teachers in several California counties. Figure 2 shows the percentage of Ineffective and Out-of-Field teachers in those counties.

Figure 1: Clear Credentialed Teachers Ranked by County²⁶



²⁶ 2022 SARC. Longer bars in this chart indicate a higher percentage of teaching positions filled by clear-credentialed teachers.

Figure 2: Ineffective and Out-of-Field Assignments Ranked by County²⁷



The State has not yet published reports for the 2021–2022 and 2022–2023 school years, but educators and District administrators told the Jury that the teacher shortage has only worsened in those years, a continued effect of the COVID-19 pandemic.

²⁷ 2022 SARC. Shorter bars in this chart indicate fewer Ineffective or Out of Field teaching assignments.

Issues Affecting Teacher Recruitment and Retention

To understand the data, the Jury turned to qualitative research, speaking with educators and administrators to identify the challenges in recruiting and retaining credentialed teachers that could account for SFUSD’s teacher shortage.

We learned that SFUSD’s human resources department does not maintain a formal database of the reasons that prospective teachers decline job offers from the District. SFUSD also does not conduct exit interviews or otherwise track the reasons that teachers depart the District.

Without these data sources, it is impossible for the Jury—or the District itself—to precisely determine why SFUSD does not recruit or retain an adequate quantity of credentialed teachers. Instead, we only can discuss the likely factors affecting recruitment and retention that were identified by the witnesses we interviewed.

Low Pay

In Jury interviews, both administrators and educators cited low teacher pay as a major factor affecting recruitment and retention.

Certainly, the problem of low teacher pay is not unique to San Francisco. The topic has received attention in academic research,²⁸ among economists,²⁹ and in public opinion.³⁰ However, in the Bay Area, the economic pressures on teachers are particularly acute. The gap between the region’s median teacher salaries and its median rent is the largest in the state.³¹

²⁸ Childs and Shakeshaft, “Meta-Analysis,” 2493.

²⁹ Loeb Page, “[Examining the Link](#),” 393.

³⁰ Jackson Newall, “[Most Americans](#).”

³¹ Lambert and Willis, “[Rising Rents](#).”

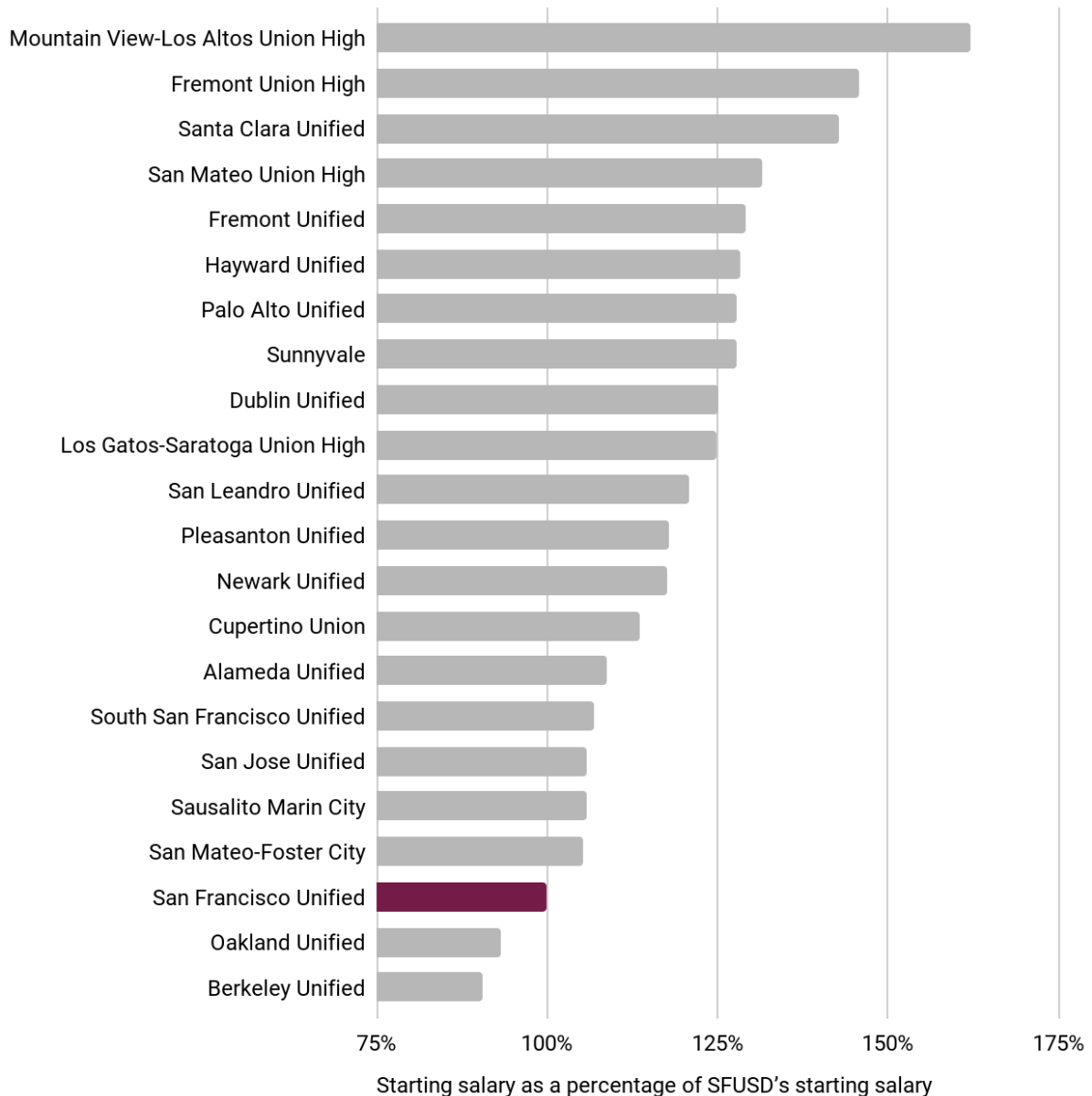
SFUSD's starting salary for a credentialed teacher is \$54,289 per year.³² This amount is 40% less than the United States Department of Housing and Urban Development (HUD)'s definition of "Very Low Income" for families in the region: \$93,200.³³

The amount also is lower than starting salaries in many other Bay Area school districts by as much as 38%, as seen in *Figure 3*. Starting salaries for all Bay Area school districts are available in *Appendix 5*.

³² CDE Office of Financial Accountability and Information Services, "Certificated Salaries & Benefits." SFUSD's contract for full-time certificated teachers specifies that teachers are paid in twelve equal monthly installments.

³³ \$93,200 is the Very Low Income limit used to define eligibility for subsidized housing for a family of four in the San Francisco, CA Metropolitan Area. United States Department of Housing and Urban Development Office of Policy Development and Research, "Income Limits."

Figure 3: Relative Starting Salaries by School District³⁴



Our interview subjects indicated that such low pay discouraged both new and experienced credentialed teachers from teaching in SFUSD.

³⁴ CDE Financial Accountability and Information Services, *op. cit.* Starting salaries for credentialed teachers in select San Francisco Bay Area school districts as a percentage of SFUSD's starting salary for credentialed teachers. Longer bars in this chart indicate higher starting salaries. For additional information about SARC's normalization of teacher salary data, see CDE, "[School Accountability Report Card Data Layout.](#)"

Pathway To Teaching

One prominent effort to increase the number of credentialed teachers in SFUSD is the District’s Pathway to Teaching, a fast track to applying for a full credential and SFUSD employment.

Pathway to Teaching is a practice-based intern credential program by which a candidate can earn a salary while also completing requirements to earn a preliminary credential in 15–24 months. Candidates complete courses, receive mentorship and student teaching supervision, accrue field experience, and prepare to pass the credentialing examinations required by the CTC. Since 2019, the program has graduated 259 participants.³⁵

The Jury believes programs such as Pathway to Teaching that boost teacher recruitment merit additional study to evaluate their efficacy.

Insufficient Publicity of Competitive Benefits

Despite SFUSD’s comparatively low pay, there are competitive non-salary benefits that could make the District a desirable place in which to teach.

Administrators called specific attention to SFUSD’s contribution to teacher pensions, administered through the San Francisco Employees’ Retirement System. SFUSD is among only 17 Bay Area school districts that provide lifetime benefits to retirees.³⁶ These benefits are indeed noteworthy—however they are not featured in SFUSD’s online recruiting materials,³⁷ nor has SFUSD issued a press release promoting these benefits in at least five years.³⁸

³⁵ SFUSD, “[About Pathway to Teaching](#).”

³⁶ CDE, “Certificated Salaries & Benefits,” *op. cit.*

³⁷ SFUSD, “[Join SFUSD](#).”

³⁸ SFUSD, “[Press Releases](#).”

In addition, while not administered by SFUSD, two San Francisco programs exist to assist certified teachers in combating the City’s unaffordable housing costs. The first is Teacher Next Door, a loan program from the Mayor’s Office of Housing Community and Development (MOHCD).³⁹

The second program, Educators Downpayment Assistance Loan Program (Educators-DALP), provides District employees down payment assistance to purchase their first market-rate home in San Francisco.⁴⁰

The District promotes Teacher Next Door in many teachers’ job postings,⁴¹ but has publicized the program in only one press release in five years.⁴² Educators-DALP is not featured in the District’s recruiting materials, and is mentioned only in the same February 2022 press release.

The Jury recognizes that matters of job listings and promoting benefits programs are complex—for example, they may be subject to agreements with labor partners. However, if SFUSD’s administrators believe that benefits are a differentiator in the competitive market for credentialed teachers, then an opportunity has been missed to leverage them as a recruiting tool.

³⁹ Teacher Next Door is a loan program from the Mayor’s Office of Housing Community and Housing Development (MOHCD). The program affords forgivable loans of between \$20,000 and \$40,000 to District employees purchasing their first home. City and County of San Francisco, “[About the Teacher Next Door Program](#).”

⁴⁰ The Educators’ Downpayment Assistance Loan Program (Educators-DALP) provides District employees down payment assistance of up to \$500,000 to purchase their first market-rate home in San Francisco, subject to loan pre-approval, participation in MOHCD education programs, and other eligibility requirements. CCSF, “[Educators Downpayment Assistance Loan Program \(Educators-DALP\)](#).”

⁴¹ See, e.g., SFUSD, “[Early Childhood Education Teacher](#).”

⁴² SFUSD, “[SF Board of Education Approves Ground Lease Agreements](#).”

Payroll Fiasco

Since January 2022, SFUSD has faced another impediment to effective recruiting and retention of credentialed teachers: a succession of missteps surrounding its payroll administration beginning with the unsuccessful purchase of a new payroll system, EMPowerSF.

SFUSD employees have experienced inaccurate paychecks,⁴³ canceled insurance benefits,⁴⁴ and improper deductions.⁴⁵ Concurrently, District administrators have received waves of negative media coverage chronicling the mounting complexity and expense of fixing the system as it spiraled from an initially disclosed price tag of \$2.8 million⁴⁶ to \$8 million today.⁴⁷

Images of teachers' overnight sit-ins competed with District administrators' declaration of a "payroll state of emergency"⁴⁸ to sustain negative attention on SFUSD's failures—tarnishing its reputation as an employer of choice.

In another case to receive wide media coverage, in March 2023, SFUSD administrators informed employees that their 2022 tax refunds may be affected by the District's failure to accurately report wages to the State.⁴⁹ As the District works to address its recruiting and retention challenges, additional harmful publicity is ill-timed.

⁴³ Tucker, "[S.F. Teacher Got Paid \\$0 in April.](#)"

⁴⁴ Stoughtenborough, "[S.F. Teachers Stage Overnight Sit-In.](#)"

⁴⁵ Knight, "[S.F. Teachers Are Resigning.](#)"

⁴⁶ Tucker, "[S.F. School District Paid \\$14 Million.](#)"

⁴⁷ Vainshtein, "[SFUSD Pours More Money into Fixing Troubled EMPower.](#)"

⁴⁸ Tucker, "[S.F. Teacher Payroll Fiasco.](#)"

⁴⁹ Whiting, "[SFUSD Admits to Major Payroll Problem.](#)"

No Recruiting and Retention Data

As previously discussed, the Jury learned that SFUSD does not presently track the reasons it fails to hire new credentialed teachers, nor the reasons that teachers leave the District. San Franciscans are deprived of the deeper insight and potential solutions that would be revealed by data from the types of candidate tracking and human resources management tools that are commonplace in the private sector. The Jury is concerned that the District does not centrally collect and analyze such data.

Non-Responsive Administrators

During this investigation, the Jury experienced reluctance on the part of SFUSD administrators to cooperate with our inquiries. Our requests for interviews and information frequently went unacknowledged, and multiple interview subjects either did not make themselves available or refused to participate outright. These delays required repeated interventions by the Office of the San Francisco City Attorney. This poor cooperation slowed our ability to examine the District's shortage of credentialed teachers.

A quarter century ago, the San Francisco Civil Grand Jury of 1998–1999 sought to gather information and interviews from SFUSD in an investigation of the District's bilingual education programs. That Jury met with “an almost total lack of cooperation from the various District Administrators with whom it dealt,” leading to a report that included formal findings of “delay of and interference with [the] Grand Jury's Investigation” and “manipulation of reported numbers.”⁵⁰

We draw a distinction between our predecessors' experience and our own. Eventually, we were able to conduct most of the interviews we sought, and we have no cause to

⁵⁰ San Francisco Civil Grand Jury, “San Francisco Unified School District” (1999). In a follow up report the following year, the 1999–2000 Civil Grand Jury noted that a subsequent generation of SFUSD leadership furnished “a commendable degree of cooperation.”

doubt either the accuracy of the data we analyzed or the intentions of those who compiled it. The reluctance we encountered stemmed from administrators' unfamiliarity with the San Francisco Civil Grand Jury and their obligation to cooperate with our work.

Nevertheless, SFUSD has room to improve in its willingness and ability to fully track, recognize, and communicate the challenges it faces. A more data-driven and forthright management culture would only help the District's efforts to recruit and retain credentialed teachers.

Transparency is a vital component in addressing a problem as urgent as the shortage of credentialed teachers, with nothing less than the effective education of San Francisco's students on the line.

Findings and Recommendations

Finding 1: Insufficient Credentialed Teachers

By assigning 26% fewer clear credentialed teachers to classroom roles and 56% more misassigned teaching positions than school districts statewide, the San Francisco Unified School District does not employ an adequate number of credentialed teachers to afford a quality education to all San Francisco students.

Recommendation 1

Prior to the start of the 2024–2025 school year, the San Francisco Board of Education should direct the Superintendent of schools to prepare an annual public report on SFUSD’s efforts to recruit and retain credentialed teachers.

Finding 2: Low Pay

The San Francisco Unified School District’s starting salary for credentialed teachers of \$54,289 is both lower than the United States Department of Housing and Urban Development’s limit for affordable housing in the San Francisco Bay Area, and lower than the starting salary for credentialed teachers in many other Bay Area school districts, which can negatively affect SFUSD’s recruitment and retention of credentialed teachers.

Recommendation 2.1

Prior to the start of the 2024–2025 school year, the San Francisco Board of Education should direct the Superintendent of schools to prepare an annual public report on SFUSD’s credentialed teacher salaries relative to United States Department of Housing and Urban Development (HUD) Income Limits.

Recommendation 2.2

Prior to the start of the 2024–2025 school year, the San Francisco Board of Education should direct the Superintendent of schools to prepare an annual public report on SFUSD’s credentialed teacher salaries relative to those of other school districts in the San Francisco Bay Area.

Finding 3: Insufficient Publicity of Competitive Benefits

The San Francisco Unified School District’s competitive pension benefits and San Francisco’s subsidy programs for teacher housing are not broadly publicized, which can negatively affect SFUSD’s recruitment and retention of credentialed teachers.

Recommendation 3

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to expand its promotion of SFUSD’s pension and benefits programs and San Francisco’s teacher housing subsidies in its recruiting materials.

Finding 4: Ineffective Payroll Administration

The San Francisco Unified School District’s failures to correctly administer teacher and staff payroll can negatively affect SFUSD’s recruitment and retention of credentialed teachers.

Recommendation 4.1

By September 30, 2023, the Mayor should request that the San Francisco Controller’s Office prepare a public report that performs a root-cause analysis of the San Francisco Unified School District’s purchase and implementation of EMPowerSF.

Recommendation 4.2

By September 30, 2023, the Mayor should request that the San Francisco Controller’s Office prepare a public report that performs a root-cause analysis of the San Francisco Unified School District’s failure to correctly report staff tax withholdings to the California Franchise Tax Board.

Finding 5: Lack of Employee Data

The San Francisco Unified School District’s lack of data about candidates who decline SFUSD job offers and credentialed teachers who leave SFUSD jobs impairs its ability to understand and remediate its shortage of credentialed teachers.

Recommendation 5.1

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to incorporate the appropriate training, protocols, and software tooling to record the reasons credentialed teachers do not accept job offers in SFUSD, and prepare an annual summary report analyzing these factors.

Recommendation 5.2

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to incorporate the appropriate training, protocols, and software tooling to record the reasons credentialed teachers leave SFUSD—for example, exit interviews—and prepare an annual summary report analyzing these factors.

Finding 6: Non-Responsive Administrators

Some SFUSD administrators initially did not assist the Jury’s investigation because they were unfamiliar with our institution and their responsibility to respond to our requests. These delays slowed our examination of the District’s shortage of credentialed teachers.

Recommendation 6

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to direct all SFUSD employees to cooperate with Civil Grand Jury investigations.

Required and Invited Responses

Required Responses

Pursuant to California Penal Code §933, the Jury requests from these City institutions responses to the following Findings and Recommendations:

- Mayor and Superintendent of schools within 60 calendar days;
- San Francisco Board of Education within 90 days

| Respondent | Findings | Recommendations |
|----------------------------------|------------------------|--|
| Office of the Mayor | | R4.1, R4.2 |
| Superintendent of schools | F1, F2, F3, F4, F5, F6 | R1, R2.1, R2.2, R3, R4.1, R4.2, R5.1, R5.2, R6 |
| San Francisco Board of Education | F1, F2, F3, F4, F5, F6 | R1, R2.1, R2.2, R3, R4.1, R4.2, R5.1, R5.2, R6 |

Invited Responses

The Jury invites responses to the following Findings and Recommendations from this City institution within 60 calendar days:

| Respondent | Findings | Recommendations |
|-----------------------------------|----------|-----------------|
| San Francisco Controller's Office | | R4.1, R4.2 |

Appendices

Appendix 1: Inconsistent Data

In its reports on teaching assignments, the California Commission on Teacher Credentialing (CTC) defines teacher *Misassignment* as follows:

The placement of a certificated employee in a teaching or services position for which the educator does not hold a legally recognized certificate, credential, permit, or waiver with an appropriate authorization for the assignment or is not otherwise authorized for the assignment under another section of statute or regulation.⁵¹

This definition bears superficial similarity to SARC’s *Teachers Without Credentials and Misassignments*, but the CTC explicitly advises that CTC’s and SARC’s totals for these terms do not directly align. The CTC’s California Educator Assignment Monitoring dashboard states that “[d]efinitions and outcomes may not be directly comparable to other teacher data reports,” including SARC.⁵²

Indeed, SARC’s *Teachers Without Credentials and Misassignments* total does not equal CTC’s number of *Teacher Misassignments*—and the two totals are different enough from one another to merit specific attention.

In our initial analysis, there appeared to be a substantial difference between SARC’s *Teachers Without Credentials and Misassignments* category and CTC’s *Teacher Misassignments*. The former data source reported 252 misassignments—i.e., 8.9% of

⁵¹ CTC, “[Data Terms](#).”

⁵² CTC, “[California Educator Assignment Monitoring](#).”

SFUSD's 2831.6 teaching positions;⁵³ the latter reported 1345 misassignments, which would represent an astonishing 47% of all teaching positions. Such a significant difference required deeper investigation.

The Jury identified several anomalies in the CTC data set that would appear to contribute to the widely different values in each source.

For example, the CTC report indicated 811 misassigned teaching positions at Five Keys Independence High School alone. As the educational program within the San Francisco County Sheriff's jail facility, Five Keys does not employ 811 teachers altogether, let alone 811 misassigned teachers.

When we filtered both data sets to remove data from Five Keys, the two data sets' numbers of misassigned teachers more closely matched each other—14.87% according to CTC data, and 7.16% according to SARC/TAMO—but they still did not align.

In another example, CTC data showed 21 misassigned teaching positions at City Arts & Leadership Academy, a charter school in Balboa Park. According to DataQuest, however, City Arts & Leadership only reported 16 teaching positions altogether. Our attempts to determine how more than 100% of a school's teaching positions could be misassigned cast further doubt on our ability to draw conclusions using the CTC's data.⁵⁴

⁵³ The aggregate effects of rounding would seem to account for a non-integer total.

⁵⁴ The Jury has concerns about the quality of SARC's data, too. In spring 2023, SARC's 2020–2021 data files and 2021–2022 files were differently organized but contained identical totals for SFUSD and statewide teachers. We requested that the California Department of Education's Data Reporting Office furnish clarification but received the same data again. It exceeds the Jury's jurisdiction to make findings or recommendations about the State's data collection and reporting.

Appendix 2: San Francisco Unified School District Schools

| CDS code | School | Address | ZIP | Grade | Charter |
|----------------|--|--------------------------------|------------|-------|---------|
| 38684780119958 | Academy (The)- SF @McAteer | 555 Portola Dr. | 94131-1616 | 9-12 | No |
| 38684786040695 | Alamo Elementary | 250 23rd Ave. | 94121-2009 | K-5 | No |
| 38684786040703 | Alvarado Elementary | 625 Douglas St. | 94114-3140 | K-5 | No |
| 38684786062020 | Aptos Middle | 105 Aptos Ave. | 94127-2520 | 6-8 | No |
| 38684786040737 | Argonne Elementary | 680 18th Ave. | 94121-3818 | K-5 | No |
| 38684787019417 | Arise Educational Center | 1760 Cesar Chavez St., Stes RS | 94124-1136 | K-12 | No |
| 38684783830387 | Asawa (Ruth) SF Sch of the Arts, A Public School | 555 Portola Dr. | 94131-1616 | 9-12 | No |
| 38684783830288 | Balboa High | 1000 Cayuga Ave. | 94112-3236 | 9-12 | No |
| 38684780132241 | Brown Jr. (Willie L) Middle | 2055 Silver Ave. | 94122-2032 | 6-8 | No |
| 38684786040778 | Bryant Elementary | 2641 25th St. | 94110-3514 | K-5 | No |
| 38684786062046 | Buena Vista/ Horace Mann K-8 | 3351 23rd St. | 94110-3031 | K-8 | No |
| 38684783830254 | Burton (Phillip and Sala) Academic High | 400 Mansell St. | 94134-1829 | 9-12 | No |
| 38684786040752 | Carmichael (Bessie)/FEC | 375 Seventh St. | 94103-4020 | K-8 | No |
| 38684786093496 | Carver (George Washington) Elementary | 1360 Oakdale Ave. | 94124-2724 | K-5 | No |
| 38684786041149 | Chavez (Cesar) Elementary | 825 Shotwell St. | 94110-3212 | K-5 | No |
| 38684786113252 | Chin (John Yehall) Elementary | 350 Broadway St. | 94133-4503 | K-5 | No |
| 38684780120386 | Chinese Immersion School at DeAvila | 1250 Waller St. | 94117-2919 | K-5 | No |
| 38684780107300 | City Arts & Leadership Academy | 350 Seneca Ave. | 94112-3248 | 9-12 | Yes |
| 38684786040828 | Clarendon Alternative Elementary | 500 Clarendon Ave. | 94131-1113 | K-5 | No |
| 38684786040836 | Cleveland Elementary | 455 Athens St. | 94112-2801 | K-5 | No |
| 38684786040968 | Cobb (William L.) Elementary | 2725 California St. | 94115-2513 | K-5 | No |
| 38684786112601 | Creative Arts Charter | 1601 Turk St. | 94115-4527 | K-8 | Yes |
| 38684786059869 | Denman (James) Middle | 241 Oneida Ave. | 94112-3228 | 6-8 | No |
| 38684783830064 | Downtown High | 693 Vermont St. | 94107-2635 | 9-12 | No |
| 38684786104673 | Drew (Charles) College Preparatory Academy | 50 Pomona Ave. | 94124-2344 | K-5 | No |
| 38684786908917 | Edgewood Community School | 1801 Vicente St. | 94116-2923 | 9-12 | No |
| 38684786040950 | El Dorado Elementary | 70 Delta St. | 94134-2145 | P-5 | No |

| CDS code | School | Address | ZIP | Grade | Charter |
|----------------|--|---------------------------|------------|-------|---------|
| 38684786062038 | Everett Middle | 450 Church St. | 94114-1721 | 6-8 | No |
| 38684780111427 | Feinstein (Dianne) Elementary | 2550 25th Ave. | 94116-2901 | K-5 | No |
| 38684780101774 | Five Keys Charter (SF Sheriff's) | 1 Moreland Dr. | 94066-1670 | 9-12 | Yes |
| 38684780118141 | Five Keys Independence HS (SF Sheriff's) | 70 Oak Grove | 94107-1019 | 9-12 | Yes |
| 38684786041347 | Flynn (Leonard R.) Elementary | 3125 Cesar Chavez St. | 94110-4722 | K-5 | No |
| 38684786059844 | Francisco Middle | 2190 Powell St. | 94133-1949 | 6-8 | No |
| 38684783831765 | Galileo High | 1150 Francisco St. | 94109-1004 | 9-12 | No |
| 38684786041040 | Garfield Elementary | 420 Filbert St. | 94133-3002 | K-5 | No |
| 38684783830437 | Gateway High | 1430 Scott St. | 94115-3510 | 9-12 | Yes |
| 38684780123265 | Gateway Middle | 1512 Golden Gate Ave. | 94115-4515 | 6-8 | Yes |
| 38684786059828 | Giannini (A.P.) Middle | 3151 Ortega St. | 94122-4051 | 6-8 | No |
| 38684786041073 | Glen Park Elementary | 151 Lippard Ave. | 94131-3249 | K-5 | No |
| 38684786041115 | Grattan Elementary | 165 Grattan St. | 94117-4208 | K-5 | No |
| 38684786041123 | Guadalupe Elementary | 859 Prague St. | 94112-4516 | K-5 | No |
| 38684786040760 | Harte (Bret) Elementary | 1035 Gilman Ave. | 94124-3710 | K-5 | No |
| 38684786041156 | Hillcrest Elementary | 810 Silver Ave. | 94134-1012 | K-5 | No |
| 38684786059851 | Hoover (Herbert) Middle | 2290 14th Ave. | 94116-1841 | 6-8 | No |
| 38684786040984 | Huerta (Dolores) Elementary | 65 Chenery St. | 94131-2706 | K-5 | No |
| 38684783830197 | Independence High | 1350 7th Ave. | 94122-2508 | 9-12 | No |
| 38684786041230 | Jefferson Elementary | 1725 Irving St. | 94122-1893 | K-5 | No |
| 38684780102103 | Jordan (June) School for Equity | 325 La Grande Ave. | 94112-2866 | 9-12 | No |
| 38684786041008 | Key (Francis Scott) Elementary | 1530 43rd Ave. | 94122-2925 | K-5 | No |
| 38684786041602 | King (Thomas Starr) Elementary | 1215 Carolina St. | 94107-3322 | K-5 | No |
| 38684786059885 | King Jr. (Martin Luther) Academic Middle | 350 Girard St. | 94134-1469 | 6-8 | No |
| 38684780101337 | KIPP Bayview Academy | 1060 Key Ave. | 94124-3563 | 5-8 | Yes |
| 38684780101352 | KIPP SF Bay Academy | 1430 Scott St., Third Fl. | 94115-3510 | 5-8 | Yes |
| 38684780127530 | KIPP SF College Preparatory | 1195 Hudson Ave. | 94124-2488 | 9-12 | Yes |
| 38684786041305 | Lafayette Elementary | 4545 Anza St. | 94121-2621 | K-5 | No |
| 38684786041321 | Lakeshore Alternative Elementary | 220 Middlefield Dr. | 94132-1418 | K-5 | No |
| 38684786040877 | Lau (Gordon J.) Elementary | 950 Clay St. | 94108-1521 | K-5 | No |
| 38684786041339 | Lawton Alternative | 1570 31st Ave. | 94122-3104 | K-8 | No |
| 38684786089569 | Lee (Edwin and Anita) Newcomer | 657 Merchant St. | 94111-2505 | K-5 | No |

| CDS code | School | Address | ZIP | Grade | Charter |
|----------------|---------------------------------|---|------------|-------|---------|
| 38684786062053 | Lick (James) Middle | 1220 Noe St. | 94114-3714 | 6-8 | No |
| 38684783830429 | Life Learning Academy Charter | 651 Eighth St., Bldg. 229 Treasure Island | 94130-1901 | 9-12 | Yes |
| 38684786102479 | Lilienthal (Claire) Elementary | 3630 Divisadero St. | 94123-1411 | K-8 | No |
| 38684783833241 | Lincoln (Abraham) High | 2162 24th Ave. | 94116-1723 | 9-12 | No |
| 38684786041362 | Longfellow Elementary | 755 Morse St. | 94112-4223 | K-5 | No |
| 38684783833407 | Lowell High | 1101 Eucalyptus Dr. | 94132-1401 | 9-12 | No |
| 38684786041586 | Malcolm X Academy | 350 Harbor Rd. | 94124-2474 | K-5 | No |
| 38684786062061 | Marina Middle | 3500 Fillmore St. | 94123-2103 | 6-8 | No |
| 38684783830403 | Marshall (Thurgood) High | 45 Conkling St. | 94124-1931 | 9-12 | No |
| 38684786041412 | Marshall Elementary | 1575 15th St. | 94103-3639 | K-5 | No |
| 38684786041016 | McCoppin (Frank) Elementary | 651 Sixth Ave. | 94118-3804 | K-5 | No |
| 38684786041420 | McKinley Elementary | 1025 14th St. | 94114-1221 | K-5 | No |
| 38684786040919 | Milk (Harvey) Civil Rights Elem | 4235 19th St. | 94114-2415 | K-5 | No |
| 38684786041438 | Miraloma Elementary | 175 Omar Way | 94127-1701 | K-5 | No |
| 38684786089585 | Mission Education Center | 1670 Noe St. | 94131-2357 | K-5 | No |
| 38684783834082 | Mission High | 3750 18th St. | 94114-2614 | 9-12 | No |
| 38684780123505 | Mission Preparatory | 1050 York St. | 94110-3420 | K-8 | Yes |
| 38684786041446 | Monroe Elementary | 260 Madrid St. | 94112-2055 | K-5 | No |
| 38684786099154 | Moscone (George R.) Elementary | 2576 Harrison St. | 94110-2720 | K-5 | No |
| 38684786041255 | Muir (John) Elementary | 380 Webster St. | 94117-3512 | K-5 | No |
| 38684786097919 | New Traditions Elementary | 2049 Grove St. | 94117-1123 | K-5 | No |
| 38684783834769 | O'Connell (John) High | 2355 Folsom St. | 94110-2010 | 9-12 | No |
| 38684786981534 | Oakes Children's Center | 1550 Treat Ave. | 94110-5234 | K-8 | No |
| 38684786041271 | Ortega (Jose) Elementary | 400 Sargent St. | 94132-3152 | K-5 | No |
| 38684786041206 | Parker (Jean) Elementary | 840 Broadway St. | 94133-4219 | K-5 | No |
| 38684786041503 | Parks (Rosa) Elementary | 1501 O'Farrell St. | 94115-3762 | K-5 | No |
| 38684786041065 | Peabody (George) Elementary | 251 Sixth Ave. | 94118-2311 | K-5 | No |
| 38684786062079 | Presidio Middle | 450 30th Ave. | 94121-1766 | 6-8 | No |
| 38684786041511 | Redding Elementary | 1421 Pine St. | 94109-4719 | K-5 | No |
| 38684786041487 | Revere (Paul) Elementary | 555 Tompkins Ave. | 94110-6144 | K-8 | No |
| 38684786089775 | Rooftop Elementary | 443 Burnett Ave. | 94131-1330 | K-8 | No |
| 38684786059901 | Roosevelt Middle | 460 Arguello Blvd. | 94118-2505 | 6-8 | No |

| CDS code | School | Address | ZIP | Grade | Charter |
|----------------|-------------------------------------|----------------------|------------|-------|---------|
| 38684780119875 | S.F. International High | 655 DeHaro St. | 94107-2727 | 8-12 | No |
| 38684786093488 | SF Community Alternative | 125 Excelsior Ave. | 94112-2041 | K-8 | No |
| 38684780123117 | SF Public Montessori | 2340 Jackson St. | 94115-1323 | K-5 | No |
| 38684786041545 | Sanchez Elementary | 325 Sanchez St. | 94114-1615 | K-5 | No |
| 38684786041289 | Serra (Junipero) Elementary | 625 Holly Park Cir. | 94110-5815 | K-5 | No |
| 38684786041560 | Sheridan Elementary | 431 Capitol Ave. | 94112-2934 | K-5 | No |
| 38684786041578 | Sherman Elementary | 1651 Union St. | 94123-4506 | K-5 | No |
| 38684786040851 | Sloat (Commodore) Elementary | 50 Darien Way | 94127-1902 | K-5 | No |
| 38684786041594 | Spring Valley Elementary | 1451 Jackson St. | 94109-3115 | K-5 | No |
| 38684786041529 | Stevenson (Robert Louis) Elementary | 2051 34th Ave. | 94116-1109 | K-5 | No |
| 38684786041610 | Sunnyside Elementary | 250 Foerster St. | 94112-1341 | K-5 | No |
| 38684786113997 | Sunset Elementary | 1920 41st Ave. | 94116-1101 | K-5 | No |
| 38684786041644 | Sutro Elementary | 235 12th Ave. | 94118-2103 | K-5 | No |
| 38684786040943 | Taylor (Edward R.) Elementary | 423 Burrows St. | 94134-1449 | K-5 | No |
| 38684786115901 | Tenderloin Community | 627 Turk St. | 94102-3212 | K-5 | No |
| 38684786040935 | Thomas Edison Charter Academy | 3531 22nd St. | 94114-3405 | K-8 | Yes |
| 38684786041685 | Ulloa Elementary | 2650 42nd Ave. | 94116-2714 | K-5 | No |
| 38684786041701 | Visitacion Valley Elementary | 55 Schwerin St. | 94134-2742 | K-5 | No |
| 38684786059919 | Visitacion Valley Middle | 1971 Visitacion Ave. | 94134-2700 | 6-8 | No |
| 38684783830205 | Wallenberg (Raoul) Traditional High | 40 Vega St. | 94115-3826 | 9-12 | No |
| 38684783839081 | Washington (George) High | 600 32nd Ave. | 94121-2733 | 9-12 | No |
| 38684786040893 | Webster (Daniel) Elementary | 465 Missouri St. | 94107-2826 | K-5 | No |
| 38684783830031 | Wells (Ida B.) High | 1099 Hayes St. | 94117-1621 | 9-12 | No |
| 38684786041727 | West Portal Elementary | 5 Lenox Way | 94127-1111 | K-5 | No |
| 38684786041131 | Yick Wo Elementary | 2245 Jones St. | 94133-2207 | K-5 | No |
| 38684786113245 | Yu (Alice Fong) Elementary | 1541 12th Ave. | 94122-3503 | K-8 | No |

Appendix 3: Teacher Assignments by School (SARC)

| CDS code | School | Clear | Intern | Out of Field | Ineffective | unknown | Total |
|----------------|--|---------|--------|--------------|-------------|---------|-------|
| 38684780119958 | Academy (The)- SF @McAteer | 85.17% | 0% | 13.89% | 0.00% | 0.89% | 18.0 |
| 38684786040695 | Alamo Elementary | 91.43% | 0% | 0.00% | 0.00% | 8.57% | 23.3 |
| 38684786040703 | Alvarado Elementary | 83.33% | 4.17% | 0.00% | 4.17% | 8.33% | 24.0 |
| 38684786062020 | Aptos Middle | 71.79% | 5.14% | 1.87% | 7.84% | 13.34% | 53.4 |
| 38684786040737 | Argonne Elementary | 89.09% | 5.46% | 0.00% | 0.00% | 5.46% | 18.3 |
| 38684787019417 | Arise Educational Center | * | * | * | * | * | * |
| 38684783830387 | Asawa (Ruth) SF Sch of the Arts, A Public School | 77.31% | 2.69% | 16.78% | 2.69% | 0.54% | 37.1 |
| 38684783830288 | Balboa High | 67.45% | 1.73% | 1.39% | 14.08% | 15.34% | 57.7 |
| 38684780132241 | Brown Jr. (Willie L) Middle | 65.91% | 0% | 3.64% | 14.77% | 15.68% | 22.0 |
| 38684786040778 | Bryant Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 10.8 |
| 38684786062046 | Buena Vista/ Horace Mann K-8 | 80.97% | 0% | 2.17% | 11.42% | 5.44% | 36.7 |
| 38684783830254 | Burton (Phillip and Sala) Academic High | 76.51% | 3.62% | 3.83% | 7.41% | 8.58% | 60.8 |
| 38684786040752 | Carmichael (Bessie)/FEC | 89.52% | 2.75% | 0.00% | 6.36% | 1.37% | 29.1 |
| 38684786093496 | Carver (George Washington) Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 8.0 |
| 38684786041149 | Chavez (Cesar) Elementary | 80.22% | 6.59% | 0.00% | 4.40% | 8.79% | 22.7 |
| 38684786113252 | Chin (John Yehall) Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 9.5 |
| 38684780120386 | Chinese Immersion School at DeAvila | 87.30% | 0% | 0.00% | 12.70% | 0.00% | 15.7 |
| 38684780107300 | City Arts & Leadership Academy | 70.26% | 7.37% | 0.00% | 22.30% | 0.00% | 16.1 |
| 38684786040828 | Clarendon Alternative Elementary | 90.00% | 0% | 0.00% | 0.00% | 10.00% | 20.0 |
| 38684786040836 | Cleveland Elementary | 76.81% | 17.39% | 0.00% | 5.80% | 0.00% | 17.2 |
| 38684786040968 | Cobb (William L.) Elementary | 87.50% | 12.5% | 0.00% | 0.00% | 0.00% | 8.0 |
| 38684786112601 | Creative Arts Charter | 78.27% | 0% | 0.00% | 21.73% | 0.00% | 23.2 |
| 38684786059869 | Denman (James) Middle | 71.95% | 0% | 2.22% | 9.81% | 16.01% | 44.9 |
| 38684783830064 | Downtown High | 35.29% | 0% | 56.24% | 7.55% | 0.62% | 6.4 |
| 38684786104673 | Drew (Charles) College Preparatory Academy | 70.59% | 5.88% | 23.53% | 0.00% | 0.00% | 8.5 |
| 38684786908917 | Edgewood Community School | * | * | * | * | * | * |
| 38684786040950 | El Dorado Elementary | 94.74% | 0% | 0.00% | 0.00% | 5.26% | 9.5 |
| 38684786062038 | Everett Middle | 60.07% | 2.16% | 8.18% | 13.62% | 15.95% | 34.7 |
| 38684780111427 | Feinstein (Dianne) Elementary | 91.67% | 0% | 0.00% | 0.00% | 8.33% | 24 |

| CDS code | School | Clear | Intern | Out of Field | Ineffective | unknown | Total |
|----------------|--|---------|--------|--------------|-------------|---------|-------|
| 38684780101774 | Five Keys Charter (SF Sheriff's) | 42.07% | 0% | 20.48% | 37.27% | 0.00% | 5.4 |
| 38684780118141 | Five Keys Independence HS (SF Sheriff's) | 18.95% | 0% | 28.77% | 52.21% | 0.05% | 91.6 |
| 38684786041347 | Flynn (Leonard R.) Elementary | 90.36% | 4.82% | 0.00% | 4.82% | 0.00% | 20.7 |
| 38684786059844 | Francisco Middle | 82.52% | 0% | 0.00% | 3.53% | 13.92% | 32.9 |
| 38684783831765 | Galileo High | 80.18% | 1.17% | 2.17% | 3.56% | 12.90% | 85.2 |
| 38684786041040 | Garfield Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 12.4 |
| 38684783830437 | Gateway High | 79.99% | 0% | 0.00% | 19.97% | 0.00% | 27.9 |
| 38684780123265 | Gateway Middle | 48.54% | 0% | 0.00% | 38.01% | 13.39% | 17.1 |
| 38684786059828 | Giannini (A.P.) Middle | 75.89% | 0% | 5.33% | 5.65% | 13.11% | 49.9 |
| 38684786041073 | Glen Park Elementary | 78.13% | 12.5% | 0.00% | 0.00% | 9.38% | 16.0 |
| 38684786041115 | Grattan Elementary | 89.19% | 5.41% | 0.00% | 5.41% | 0.00% | 18.5 |
| 38684786041123 | Guadalupe Elementary | 87.10% | 6.45% | 6.45% | 0.00% | 0.00% | 15.5 |
| 38684786040760 | Harte (Bret) Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 12.0 |
| 38684786041156 | Hillcrest Elementary | 76.92% | 4.62% | 4.62% | 4.62% | 9.23% | 21.6 |
| 38684786059851 | Hoover (Herbert) Middle | 83.18% | 3.15% | 3.11% | 3.97% | 6.54% | 42.8 |
| 38684786040984 | Huerta (Dolores) Elementary | 65.63% | 12.5% | 6.25% | 12.50% | 3.13% | 16.0 |
| 38684783830197 | Independence High | 44.13% | 0% | 36.14% | 19.16% | 0.51% | 15.6 |
| 38684786041230 | Jefferson Elementary | 92.11% | 2.63% | 0.00% | 0.00% | 5.26% | 19.0 |
| 38684780102103 | Jordan (June) School for Equity | 58.48% | 0% | 26.92% | 7.20% | 7.30% | 20.6 |
| 38684786041008 | Key (Francis Scott) Elementary | 88.37% | 0% | 0.00% | 4.65% | 6.98% | 21.5 |
| 38684786041602 | King (Thomas Starr) Elementary | 69.23% | 0% | 15.38% | 10.26% | 5.13% | 19.5 |
| 38684786059885 | King Jr. (Martin Luther) Academic Middle | 79.78% | 0% | 2.62% | 10.48% | 7.08% | 23.2 |
| 38684780101337 | KIPP Bayview Academy | 54.50% | 0% | 5.36% | 34.71% | 5.36% | 14.0 |
| 38684780101352 | KIPP San Francisco Bay Academy | 56.22% | 0% | 0.00% | 43.78% | 0.00% | 15.9 |
| 38684780127530 | KIPP San Francisco College Prep | 55.12% | 2.42% | 13.91% | 28.48% | 0.00% | 33.0 |
| 38684786041305 | Lafayette Elementary | 93.18% | 0% | 0.00% | 4.55% | 2.27% | 22.0 |
| 38684786041321 | Lakeshore Alternative Elementary | 86.43% | 0% | 0.00% | 4.52% | 9.05% | 22.1 |
| 38684786040877 | Lau (Gordon J.) Elementary | 88.52% | 3.28% | 1.64% | 3.28% | 3.28% | 30.5 |
| 38684786041339 | Lawton Alternative | 90.06% | 0% | 0.00% | 0.00% | 9.94% | 28.4 |
| 38684786089569 | Lee (Edwin and Anita) Newcomer | 90.00% | 0% | 0.00% | 10.00% | 0.00% | 5.0 |
| 38684786062053 | Lick (James) Middle | 63.69% | 1.28% | 6.81% | 14.06% | 14.16% | 31.2 |
| 38684783830429 | Life Learning Academy Charter | 49.22% | 0% | 29.36% | 21.24% | 0.00% | 5.7 |

| CDS code | School | Clear | Intern | Out of Field | Ineffective | unknown | Total |
|----------------|---------------------------------|---------|--------|--------------|-------------|---------|-------|
| 38684786102479 | Lilienthal (Claire) Elementary | 83.83% | 3.36% | 3.36% | 7.39% | 2.02% | 29.7 |
| 38684783833241 | Lincoln (Abraham) High | 78.05% | 2.03% | 1.05% | 8.06% | 10.81% | 88.8 |
| 38684786041362 | Longfellow Elementary | 91.30% | 0% | 0.00% | 4.35% | 4.35% | 23.0 |
| 38684783833407 | Lowell High | 86.42% | 1.62% | 1.71% | 2.26% | 7.97% | 113.2 |
| 38684786041586 | Malcolm X Academy | 71.43% | 28.57% | 0.00% | 0.00% | 0.00% | 7.0 |
| 38684786062061 | Marina Middle | 80.78% | 0% | 2.75% | 5.94% | 10.51% | 36.3 |
| 38684783830403 | Marshall (Thurgood) High | 69.97% | 5.17% | 2.59% | 12.87% | 9.35% | 32.1 |
| 38684786041412 | Marshall Elementary | 84.21% | 10.53% | 0.00% | 5.26% | 0.00% | 9.5 |
| 38684786041016 | McCoppin (Frank) Elementary | 81.82% | 9.09% | 0.00% | 0.00% | 9.09% | 11.0 |
| 38684786041420 | McKinley Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 15.5 |
| 38684786040919 | Milk (Harvey) Civil Rights Elem | 89.47% | 10.53% | 0.00% | 0.00% | 0.00% | 9.5 |
| 38684786041438 | Miraloma Elementary | 88.24% | 0% | 0.00% | 0.00% | 11.76% | 17.0 |
| 38684786089585 | Mission Education Center | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 7.8 |
| 38684783834082 | Mission High | 66.49% | 0% | 3.59% | 11.04% | 18.88% | 70.9 |
| 38684780123505 | Mission Preparatory | 38.89% | 5.56% | 0.00% | 55.56% | 0.00% | 18.0 |
| 38684786041446 | Monroe Elementary | 90.16% | 9.84% | 0.00% | 0.00% | 0.00% | 20.3 |
| 38684786099154 | Moscone (George R.) Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 15.5 |
| 38684786041255 | Muir (John) Elementary | 86.67% | 0% | 6.67% | 6.67% | 0.00% | 15.0 |
| 38684786097919 | New Traditions Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 10.1 |
| 38684783834769 | O'Connell (John) High | 37.51% | 1.51% | 6.82% | 24.05% | 30.09% | 39.7 |
| 38684786981534 | Oakes Children's Center | * | * | * | * | * | * |
| 38684786041271 | Ortega (Jose) Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 16.5 |
| 38684786041206 | Parker (Jean) Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 10.0 |
| 38684786041503 | Parks (Rosa) Elementary | 95.52% | 0% | 0.00% | 0.00% | 4.48% | 22.3 |
| 38684786041065 | Peabody (George) Elementary | 82.61% | 0% | 0.00% | 0.00% | 17.39% | 11.5 |
| 38684786062079 | Presidio Middle | 78.74% | 1.97% | 4.71% | 9.42% | 5.11% | 42.2 |
| 38684786041511 | Redding Elementary | 90.29% | 0% | 9.71% | 0.00% | 0.00% | 10.3 |
| 38684786041487 | Revere (Paul) Elementary | 66.80% | 17.32% | 7.19% | 4.33% | 4.33% | 23.1 |
| 38684786089775 | Rooftop Elementary | 90.94% | 0% | 3.17% | 5.88% | 0.00% | 26.1 |
| 38684786059901 | Roosevelt Middle | 86.60% | 0% | 0.00% | 1.82% | 11.53% | 36.3 |
| 38684780119875 | S.F. International High | 65.93% | 0% | 29.67% | 4.40% | 0.00% | 22.7 |
| 38684786093488 | SF Community Alternative | 75.16% | 0% | 5.52% | 19.25% | 0.00% | 14.4 |

| CDS code | School | Clear | Intern | Out of Field | Ineffective | unknown | Total |
|--------------------|-------------------------------------|---------------|--------------|--------------|--------------|--------------|-------------|
| 38684780123117 | San Francisco Public Montessori | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 8.0 |
| 38684786041545 | Sanchez Elementary | 78.71% | 7.1% | 0.00% | 7.10% | 7.10% | 14.0 |
| 38684786041289 | Serra (Junipero) Elementary | 85.19% | 7.41% | 0.00% | 7.41% | 0.00% | 13.5 |
| 38684786041560 | Sheridan Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 10.0 |
| 38684786041578 | Sherman Elementary | 94.39% | 0% | 0.00% | 0.00% | 5.61% | 17.8 |
| 38684786040851 | Sloat (Commodore) Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 14.7 |
| 38684786041594 | Spring Valley Elementary | 66.67% | 6.67% | 13.33% | 13.33% | 0.00% | 15.0 |
| 38684786041529 | Stevenson (Robert Louis) Elem | 80.95% | 0% | 4.76% | 0.00% | 14.29% | 21.0 |
| 38684786041610 | Sunnyside Elementary | 87.50% | 0% | 6.25% | 6.25% | 0.00% | 16.0 |
| 38684786113997 | Sunset Elementary | 81.25% | 0% | 0.00% | 0.00% | 18.75% | 16.0 |
| 38684786041644 | Sutro Elementary | 100.00% | 0% | 0.00% | 0.00% | 0.00% | 12.0 |
| 38684786040943 | Taylor (Edward R.) Elementary | 74.10% | 11.1% | 3.70% | 3.70% | 7.40% | 27.0 |
| 38684786115901 | Tenderloin Community | 87.88% | 0% | 0.00% | 0.00% | 12.12% | 16.5 |
| 38684786040935 | Thomas Edison Charter Academy | 76.87% | 0% | 0.00% | 20.15% | 2.96% | 33.5 |
| 38684786041685 | Ulloa Elementary | 95.40% | 0% | 0.00% | 0.00% | 4.60% | 21.7 |
| 38684786041701 | Visitacion Valley Elementary | 88.12% | 5.94% | 0.00% | 0.00% | 5.94% | 16.8 |
| 38684786059919 | Visitacion Valley Middle | 85.08% | 0% | 1.24% | 3.12% | 10.49% | 26.6 |
| 38684783830205 | Wallenberg (Raoul) Traditional High | 73.57% | 0% | 0.25% | 1.43% | 24.72% | 31.5 |
| 38684783839081 | Washington (George) High | 82.69% | 2.01% | 1.01% | 2.22% | 12.05% | 82.5 |
| 38684786040893 | Webster (Daniel) Elementary | 84.80% | 8.68% | 0.00% | 6.52% | 0.00% | 15.3 |
| 38684783830031 | Wells (Ida B.) High | 69.68% | 0% | 15.68% | 7.20% | 7.20% | 12.5 |
| 38684786041727 | West Portal Elementary | 95.52% | 4.48% | 0.00% | 0.00% | 0.00% | 22.3 |
| 38684786041131 | Yick Wo Elementary | 84.62% | 0% | 0.00% | 0.00% | 15.38% | 13.0 |
| 38684786113245 | Yu (Alice Fong) Elementary | 86.19% | 0% | 0.00% | 2.94% | 10.88% | 21.7 |
| SFUSD TOTAL | | 77.23% | 2.26% | 4.25% | 8.92% | 7.34% | 2832 |

* denotes missing data

Source: California Department of Education⁵⁵

⁵⁵ 2022 SARC.

Appendix 4: Teacher Misassignments by School (CTC)

| CDS code | School | Total Positions | Misassignments (qty) | Misassignments (pct) |
|----------------|--|-----------------|----------------------|----------------------|
| 38684786040703 | Alvarado Elementary | 24.0 | 1 | 4.17% |
| 38684786062020 | Aptos Middle | 53.4 | 9 | 16.85% |
| 38684783830387 | Asawa (Ruth) SF Sch of the Arts, A Public School | 37.1 | 2 | 5.39% |
| 38684783830288 | Balboa High | 57.7 | 11 | 19.06% |
| 38684780132241 | Brown Jr. (Willie L) Middle | 22.0 | 6 | 27.27% |
| 38684786062046 | Buena Vista/ Horace Mann K-8 | 36.7 | 7 | 19.07% |
| 38684783830254 | Burton (Phillip and Sala) Academic High | 60.8 | 10 | 16.45% |
| 38684786040752 | Carmichael (Bessie)/FEC | 29.1 | 8 | 27.49% |
| 38684786093496 | Carver (George Washington) Elementary | 8.0 | 1 | 12.50% |
| 38684780107300 | City Arts & Leadership Academy | 16.1 | 21 | 130.43% |
| 38684786040836 | Cleveland Elementary | 17.2 | 1 | 5.81% |
| 38684786112601 | Creative Arts Charter | 23.2 | 13 | 56.03% |
| 38684786059869 | Denman (James) Middle | 44.9 | 8 | 17.82% |
| 38684783830064 | Downtown High | 6.4.0 | 4 | 62.50% |
| 38684786062038 | Everett Middle | 34.7 | 9 | 25.94% |
| 38684780118133 | Five Keys Adult School (SF Sheriff's) | * | 81 | * |
| 38684780101774 | Five Keys Charter (SF Sheriff's) | 5.4 | 50 | 925.93% |
| 38684780118141 | Five Keys Independence HS (SF Sheriff's) | 91.6 | 811 | 885.37% |
| 38684786059844 | Francisco Middle | 32.9 | 2 | 6.08% |
| 38684783831765 | Galileo High | 85.2 | 9 | 10.56% |
| 38684783830437 | Gateway High | 27.9 | 12 | 43.01% |
| 38684780123265 | Gateway Middle | 17.1 | 9 | 52.63% |
| 38684786059828 | Giannini (A.P.) Middle | 49.9 | 9 | 18.04% |
| 38684786041115 | Grattan Elementary | 18.5 | 3 | 16.22% |
| 38684786059851 | Hoover (Herbert) Middle | 42.8 | 7 | 16.36% |
| 38684783830197 | Independence High | 15.6 | 4 | 25.64% |

| | | | | |
|----------------|--|-------|----|--------|
| 38684780102103 | Jordan (June) School for Equity | 20.6 | 8 | 38.83% |
| 38684786041008 | Key (Francis Scott) Elementary | 21.5 | 2 | 9.30% |
| 38684786059885 | King Jr. (Martin Luther) Academic Middle | 23.2 | 8 | 34.48% |
| 38684780101337 | KIPP Bayview Academy | 14.0 | 11 | 78.57% |
| 38771310137307 | KIPP Bayview Elementary | * | 4 | * |
| 38684780101352 | KIPP San Francisco Bay Academy | 15.9 | 14 | 88.05% |
| 38684780127530 | KIPP San Francisco College Preparatory | 33.0 | 19 | 57.58% |
| 38684783830411 | Leadership High | * | 14 | * |
| 38684786089569 | Lee (Edwin and Anita) Newcomer | 5.0 | 1 | 20.00% |
| 38684786062053 | Lick (James) Middle | 31.2 | 5 | 16.03% |
| 38684783830429 | Life Learning Academy Charter | 5.7 | 3 | 52.63% |
| 38684786102479 | Lilienthal (Claire) Elementary | 29.7 | 8 | 26.94% |
| 38684783833241 | Lincoln (Abraham) High | 88.8 | 10 | 11.26% |
| 38684783833407 | Lowell High | 113.2 | 6 | 5.30% |
| 38684786062061 | Marina Middle | 36.3 | 6 | 16.53% |
| 38684783830403 | Marshall (Thurgood) High | 32.1 | 14 | 43.61% |
| 38684786041412 | Marshall Elementary | 9.5 | 2 | 21.05% |
| 38684783834082 | Mission High | 70.9 | 4 | 5.64% |
| 38684780123505 | Mission Preparatory | 18.0 | 15 | 83.33% |
| 38684783834769 | O'Connell (John) High | 39.7 | 25 | 62.97% |
| 38684786062079 | Presidio Middle | 42.2 | 11 | 26.07% |
| 38684786041487 | Revere (Paul) Elementary | 23.1 | 1 | 4.33% |
| 38684786089775 | Rooftop Elementary | 26.1 | 3 | 11.49% |
| 38684786059901 | Roosevelt Middle | 36.3 | 3 | 8.26% |
| 38684780119875 | S.F. International High | 22.7 | 2 | 8.81% |
| 38684786093488 | San Francisco Community Alternative | 14.4 | 2 | 13.89% |
| 38684786041594 | Spring Valley Elementary | 15.0 | 2 | 13.33% |
| 38684786041610 | Sunnyside Elementary | 16.0 | 1 | 6.25% |
| 38769270132183 | The New School of San Francisco | * | 4 | * |
| 38684786040935 | Thomas Edison Charter Academy | 33.5 | 15 | 44.78% |

| | | | | |
|--------------------|-------------------------------------|------|-------------|--------------|
| 38684786059919 | Visitacion Valley Middle | 26.6 | 5 | 18.80% |
| 38684783830205 | Wallenberg (Raoul) Traditional High | 31.5 | 2 | 6.35% |
| 38684783839081 | Washington (George) High | 82.5 | 5 | 6.06% |
| 38684786113245 | Yu (Alice Fong) Elementary | 21.7 | 2 | 9.22% |
| SFUSD TOTAL | | | 1345 | 47.4% |

* denotes missing data

Source: California Commission on Teacher Credentialing⁵⁶

⁵⁶CTC, "California Educator Assignment Monitoring."

Appendix 5: Starting Teacher Salary by Bay Area School District

| County | District Code | School District | Starting Salary | vs SFUSD |
|--------------|--------------------------|---|-----------------|----------|
| Alameda | 01-10017 | Alameda County Office of Education | * | * |
| | 01-61119 | Alameda Unified | \$58,975.00 | 108.63% |
| | 01-61127 | Albany City Unified | \$51,344.00 | 94.58% |
| | 01-61143 | Berkeley Unified | \$49,125.00 | 90.49% |
| | 01-31609 | California School for the Blind | * | * |
| | 01-31617 | California School for the Deaf-Fremont | * | * |
| | 01-61150 | Castro Valley Unified | \$58,527.00 | 107.81% |
| | 01-75093 | Dublin Unified | \$67,947.00 | 125.16% |
| | 01-61168 | Emery Unified | * | * |
| | 01-61176 | Fremont Unified | \$70,171.00 | 129.25% |
| | 01-61192 | Hayward Unified | \$69,642.00 | 128.28% |
| | 01-61200 | Livermore Valley Joint Unified | \$46,467.00 | 85.59% |
| | 01-61218 | Mountain House Elementary | * | * |
| | 01-61242 | New Haven Unified | \$54,983.00 | 101.28% |
| | 01-61234 | Newark Unified | \$63,841.00 | 117.59% |
| | 01-61259 | Oakland Unified | \$50,639.00 | 93.28% |
| | 01-61275 | Piedmont City Unified | * | * |
| | 01-75101 | Pleasanton Unified | \$63,923.00 | 117.75% |
| | 01-61291 | San Leandro Unified | \$65,522.00 | 120.69% |
| | 01-61309 | San Lorenzo Unified | \$54,147.00 | 99.74% |
| 01-77180 | SBE - Latitude 37.8 High | * | * | |
| 01-75119 | Sunol Glen Unified | * | * | |
| Contra Costa | 07-61630 | Acalanes Union High | \$55,380.00 | 102.01% |
| | 07-61648 | Antioch Unified | \$50,576.00 | 93.16% |
| | 07-61655 | Brentwood Union Elementary | \$52,998.00 | 97.62% |
| | 07-61663 | Byron Union Elementary | * | * |
| | 07-61671 | Canyon Elementary | * | * |
| | 07-10074 | Contra Costa County Office of Education | * | * |
| | 07-61697 | John Swett Unified | \$48,057.00 | 88.52% |
| | 07-61705 | Knightsen Elementary | \$43,494.00 | 80.12% |
| | 07-61713 | Lafayette Elementary | \$47,953.00 | 88.33% |
| | 07-61721 | Liberty Union High | \$54,331.00 | 100.08% |
| | 07-61739 | Martinez Unified | \$44,465.00 | 81.90% |
| | 07-61747 | Moraga Elementary | \$53,126.00 | 97.86% |
| | 07-61754 | Mt. Diablo Unified | * | * |

| County | District Code | School District | Starting Salary | vs SFUSD |
|---------------|----------------------|--|--------------------|----------------|
| Contra Costa | 07-61762 | Oakley Union Elementary | \$51,269.00 | 94.44% |
| | 07-61770 | Orinda Union Elementary | \$36,484.00 | 67.20% |
| | 07-61788 | Pittsburg Unified | \$53,504.00 | 98.55% |
| | 07-61804 | San Ramon Valley Unified | \$52,348.00 | 96.42% |
| | 07-77354 | SBE - John Henry High | * | * |
| | 07-61812 | Walnut Creek Elementary | \$49,705.00 | 91.56% |
| | 07-61796 | West Contra Costa Unified | \$50,922.00 | 93.80% |
| Marin | 21-65300 | Bolinas-Stinson Union | * | * |
| | 21-65334 | Kentfield Elementary | * | * |
| | 21-65342 | Laguna Joint Elementary | \$40,980.00 | 75.48% |
| | 21-65359 | Lagunitas Elementary | * | * |
| | 21-65367 | Larkspur-Corte Madera | \$55,587.00 | 102.39% |
| | 21-10215 | Marin County Office of Education | * | * |
| | 21-65391 | Mill Valley Elementary | \$61,248.00 | 112.82% |
| | 21-65318 | Miller Creek Elementary | * | * |
| | 21-65409 | Nicasio | \$57,474.00 | 105.87% |
| | 21-65417 | Novato Unified | \$48,488.00 | 89.31% |
| | 21-65425 | Reed Union Elementary | \$58,979.00 | 108.64% |
| | 21-65433 | Ross Elementary | \$63,726.00 | 117.38% |
| | 21-75002 | Ross Valley Elementary | \$54,589.00 | 100.55% |
| | 21-65458 | San Rafael City Elementary | \$50,784.00 | 93.54% |
| | 21-65466 | San Rafael City High | \$59,946.00 | 110.42% |
| | 21-65474 | Sausalito Marin City | \$57,397.00 | 105.72% |
| | 21-73361 | Shoreline Unified | \$58,127.00 | 107.07% |
| 21-65482 | Tamalpais Union High | \$64,006.00 | 117.90% | |
| Napa | 28-66241 | Calistoga Joint Unified | \$70,758.00 | 130.34% |
| | 28-66258 | Howell Mountain Elementary | * | * |
| | 28-10280 | Napa County Office of Education | * | * |
| | 28-66266 | Napa Valley Unified | \$57,271.00 | 105.49% |
| | 28-66282 | Pope Valley Union Elementary | * | * |
| | 28-66290 | Saint Helena Unified | \$78,250.00 | 144.14% |
| San Francisco | 38-10389 | San Francisco County Office of Education | * | * |
| | 38-68478 | San Francisco Unified | \$54,289.00 | 100.00% |
| | 38-77131 | SBE - KIPP Bayview Elementary | * | * |
| | 38-76927 | SBE - The New School of San Francisco | * | * |
| San Mateo | 41-68858 | Bayshore Elementary | * | * |
| | 41-68866 | Belmont-Redwood Shores Elementary | \$61,515.00 | 113.31% |
| | 41-68874 | Brisbane Elementary | * | * |
| | 41-68882 | Burlingame Elementary | \$52,105.00 | 95.98% |
| | 41-68890 | Cabrillo Unified | \$53,045.00 | 97.71% |

| County | District Code | School District | Starting Salary | vs SFUSD |
|-------------|---------------------------|--------------------------------------|-----------------|----------|
| San Mateo | 41-68908 | Hillsborough City Elementary | \$67,228.00 | 123.83% |
| | 41-68916 | Jefferson Elementary | \$57,362.00 | 105.66% |
| | 41-68924 | Jefferson Union High | \$53,069.00 | 97.75% |
| | 41-68940 | La Honda-Pescadero Unified | \$59,302.00 | 109.23% |
| | 41-68957 | Las Lomitas Elementary | \$63,824.00 | 117.56% |
| | 41-68965 | Menlo Park City Elementary | \$67,459.00 | 124.26% |
| | 41-68973 | Millbrae Elementary | \$55,035.00 | 101.37% |
| | 41-68932 | Pacifica | * | * |
| | 41-68981 | Portola Valley Elementary | \$64,108.00 | 118.09% |
| | 41-68999 | Ravenswood City Elementary | \$51,823.00 | 95.46% |
| | 41-69005 | Redwood City Elementary | \$55,266.00 | 101.80% |
| | 41-69013 | San Bruno Park Elementary | \$44,293.00 | 81.59% |
| | 41-69021 | San Carlos Elementary | \$55,337.00 | 101.93% |
| | 41-10413 | San Mateo County Office of Education | * | * |
| | 41-69047 | San Mateo Union High | \$71,432.00 | 131.58% |
| | 41-69039 | San Mateo-Foster City | \$57,178.00 | 105.32% |
| | 41-69062 | Sequoia Union High | \$70,979.00 | 130.74% |
| | 41-69070 | South San Francisco Unified | \$58,043.00 | 106.91% |
| 41-69088 | Woodside Elementary | \$68,786.00 | 126.70% | |
| Santa Clara | 43-69369 | Alum Rock Union Elementary | \$59,197.00 | 109.04% |
| | 43-69377 | Berryessa Union Elementary | \$61,298.00 | 112.91% |
| | 43-69385 | Cambrian | \$62,388.00 | 114.92% |
| | 43-69393 | Campbell Union | \$64,698.00 | 119.17% |
| | 43-69401 | Campbell Union High | \$58,250.00 | 107.30% |
| | 43-69419 | Cupertino Union | \$61,648.00 | 113.56% |
| | 43-69427 | East Side Union High | \$61,991.00 | 114.19% |
| | 43-69435 | Evergreen Elementary | \$58,271.00 | 107.33% |
| | 43-69450 | Franklin-McKinley Elementary | \$55,315.00 | 101.89% |
| | 43-69468 | Fremont Union High | \$79,092.00 | 145.69% |
| | 43-69484 | Gilroy Unified | \$56,138.00 | 103.41% |
| | 43-69492 | Lakeside Joint | * | * |
| | 43-69500 | Loma Prieta Joint Union Elementary | \$51,250.00 | 94.40% |
| | 43-69518 | Los Altos Elementary | \$59,594.00 | 109.77% |
| | 43-69526 | Los Gatos Union Elementary | \$63,915.00 | 117.73% |
| | 43-69534 | Los Gatos-Saratoga Union High | \$67,755.00 | 124.80% |
| | 43-69542 | Luther Burbank | \$56,437.00 | 103.96% |
| | 43-73387 | Milpitas Unified | \$63,964.00 | 117.82% |
| | 43-69575 | Moreland | \$59,078.00 | 108.82% |
| | 43-69583 | Morgan Hill Unified | \$50,809.00 | 93.59% |
| 43-69617 | Mount Pleasant Elementary | \$59,766.00 | 110.09% | |

| County | District Code | School District | Starting Salary | vs SFUSD |
|-------------|----------------------------|--|-----------------|-------------|
| Santa Clara | 43-69591 | Mountain View Whisman | \$68,535.00 | 126.24% |
| | 43-69609 | Mountain View-Los Altos Union High | \$88,066.00 | 162.22% |
| | 43-69625 | Oak Grove Elementary | \$53,709.00 | 98.93% |
| | 43-69633 | Orchard Elementary | \$63,677.00 | 117.29% |
| | 43-69641 | Palo Alto Unified | \$69,402.00 | 127.84% |
| | 43-69666 | San Jose Unified | \$57,426.00 | 105.78% |
| | 43-10439 | Santa Clara County Office of Education | * | * |
| | 43-69674 | Santa Clara Unified | \$77,556.00 | 142.86% |
| | 43-69682 | Saratoga Union Elementary | \$65,276.00 | 120.24% |
| | 43-77149 | SBE - KIPP Navigate College Prep | * | * |
| | 43-77115 | SBE - Perseverance Preparatory | * | * |
| | 43-69690 | Sunnyvale | \$69,388.00 | 127.81% |
| | 43-69708 | Union Elementary | \$66,503.00 | 122.50% |
| | Solano | 48-70524 | Benicia Unified | \$48,193.00 |
| 48-70532 | | Dixon Unified | * | * |
| 48-70540 | | Fairfield-Suisun Unified | \$48,946.00 | 90.16% |
| 48-10488 | | Solano County Office of Education | * | * |
| 48-70565 | | Travis Unified | \$52,033.00 | 95.84% |
| 48-70573 | | Vacaville Unified | \$50,189.00 | 92.45% |
| 48-70581 | | Vallejo City Unified | * | * |
| Sonoma | 49-70599 | Alexander Valley Union Elementary | * | * |
| | 49-70615 | Bellevue Union | \$53,003.00 | 97.63% |
| | 49-70623 | Bennett Valley Union Elementary | \$50,339.00 | 92.72% |
| | 49-70649 | Cinnabar Elementary | \$50,862.00 | 93.69% |
| | 49-70656 | Cloverdale Unified | \$49,786.00 | 91.71% |
| | 49-73882 | Cotati-Rohnert Park Unified | \$43,650.00 | 80.40% |
| | 49-70672 | Dunham Elementary | * | * |
| | 49-70680 | Forestville Union Elementary | \$55,168.00 | 101.62% |
| | 49-70698 | Fort Ross Elementary | * | * |
| | 49-70706 | Geyserville Unified | \$50,079.00 | 92.25% |
| | 49-70714 | Gravenstein Union Elementary | \$59,503.00 | 109.60% |
| | 49-70722 | Guerneville Elementary | \$51,045.00 | 94.02% |
| | 49-70730 | Harmony Union Elementary | \$55,529.00 | 102.28% |
| | 49-75390 | Healdsburg Unified | \$53,337.00 | 98.25% |
| | 49-70763 | Horicon Elementary | \$44,766.00 | 82.46% |
| | 49-70888 | Kashia Elementary | \$47,537.00 | 87.56% |
| | 49-70789 | Kenwood | * | * |
| | 49-70797 | Liberty Elementary | \$54,140.00 | 99.73% |
| | 49-70805 | Mark West Union Elementary | \$55,665.00 | 102.53% |
| 49-70813 | Monte Rio Union Elementary | \$50,204.00 | 92.48% | |

| County | District Code | School District | Starting Salary | vs SFUSD |
|----------|-------------------|-----------------------------------|-----------------|----------|
| Sonoma | 49-70821 | Montgomery Elementary | \$50,980.00 | 93.90% |
| | 49-70839 | Oak Grove Union Elementary | \$54,178.00 | 99.80% |
| | 49-70847 | Old Adobe Union | * | * |
| | 49-70854 | Petaluma City Elementary | * | * |
| | 49-70862 | Petaluma Joint Union High | * | * |
| | 49-70870 | Piner-Olivet Union Elementary | \$39,998.00 | 73.68% |
| | 49-70896 | Rincon Valley Union Elementary | \$53,561.00 | 98.66% |
| | 49-70904 | Roseland | \$53,243.00 | 98.07% |
| | 49-70912 | Santa Rosa Elementary | * | * |
| | 49-70920 | Santa Rosa High | * | * |
| | 49-70938 | Sebastopol Union Elementary | \$47,437.00 | 87.38% |
| | 49-10496 | Sonoma County Office of Education | * | * |
| | 49-70953 | Sonoma Valley Unified | \$49,902.00 | 91.92% |
| | 49-70961 | Twin Hills Union Elementary | \$48,150.00 | 88.69% |
| | 49-70979 | Two Rock Union | \$47,499.00 | 87.49% |
| | 49-70995 | Waugh Elementary | \$48,365.00 | 89.09% |
| | 49-71001 | West Side Union Elementary | \$46,876.00 | 86.35% |
| | 49-70607 | West Sonoma County Union High | \$50,053.00 | 92.20% |
| | 49-71019 | Wilmar Union Elementary | * | * |
| | 49-75358 | Windsor Unified | \$47,263.00 | 87.06% |
| 49-71035 | Wright Elementary | * | * | |

* denotes missing data

Source: California Department of Education⁵⁷

⁵⁷ CDE Financial Accountability and Information Services, "Certificated Salaries & Benefits."

Appendix 6: glossary

BOE—San Francisco Board of Education

CBEST—California Basic Educational Skills Test

CDE—California Department of Education

CDS—a unique identification number—comprises County, District, and School—for each California school, utilized in many California Department of Education data stores

certified teacher—a teacher who possesses a teaching credential to teach in California

clear credential—designates an educator who has met all teaching certification requirements. A clear credential “permits them to teach the subject and grade levels that they are assigned.”

CTC—California Commission on Teacher Credentialing

EMPowerSF—a computerized payroll system introduced by SFUSD in January 2022

ineffective teacher—an ineffective teacher is any of the following⁵⁸:

- An individual whose assignment is legally authorized by an emergency permit that does not require possession of a full teaching license; or
- A teacher who holds a teaching credential but does not possess a permit or authorization that temporarily allows them to teach outside of their credentialed area (misassigned); or
- An individual who holds no credential, permit, or authorization to teach in California.

⁵⁸ CDE, “[Updated Teacher Equity Definitions](#).”

“Ineffective” includes the following limited term emergency permits:

- Provisional Internship Permits;
- Short-Term Staff Permits;
- Variable Term Waivers; and
- Substitute permits or Teaching Permits for Statutory Leave (TSPL) holders serving as the teacher of record.

intern—a teacher who holds both a bachelor’s degree and a two-year credential

LEA—local educational agency; frequently a school district

misassignment

1. An “individual whose assignment is legally authorized by an emergency permit that does not require possession of a full teaching license” —including permits for provisional, short-term, and substitute teachers.
2. “Employees assigned to teaching or pupil services positions for which the employee does not hold the required certificate, credential, or other statutory authorization” and “does not possess a permit or authorization that temporarily allows them to teach outside of their credentialed area” —including individuals who are not credentialed as teachers but may be credentialed as administrators, libraries, school nurses, and other personnel.
3. An “[i]ndividual who holds no credential, permit, or authorization to teach in California.”
4. “Vacant teacher positions,” i.e., positions to which a specific certificated employee has not been assigned at either the beginning of a school year (for a year-long role) or the beginning of a semester (for a semester-long course).

out of field—a certified teacher who receives a permit but has not yet demonstrated competency in the subject matter in the field to which they are assigned

Pathway to Teaching—SFUSD’s Pathway to Teaching is a practice-based intern teacher credential program accredited by the California Commission on Teacher Credentialing

permits—permits are required to work in a non-teacher function at a school funded by the Department of Education

Ryan Act —1970; created the CTC and reformed requirements for teacher education

SARC—School Accountability Report Card; mandated by California Proposition 98 in 1988; an annual public report on school conditions, staffing, and performance

TAMO—Teacher Assignment Monitoring Outcomes

unknown—SARC coding for a full time equivalent teaching position in which either information about the course assignment or the teacher is either missing or has been identified as incorrect

waiver—specially granted permission from the CTC for an LEA to hire a candidate without appropriate credentials when a fully credentialed candidate is not available; types include Variable Term Waiver and Short-Term Waiver⁵⁹

Williams v. California—a class action lawsuit filed against the State of California over unequal and substandard education resources; its settlement led to additional funding for standards-aligned instructional materials and oversight-related activities, and new law requiring specified levels of service by California school districts

vacancy—a teaching position that has not been filled by the start of a school term; vacancies are counted by both SARC and CTC as a type of *misassignment*

⁵⁹ CTC, “[Waiver Requests Guidebook](#).”

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