

A panoramic view of San Francisco at sunset. The city skyline is visible in the background, with the Transamerica Pyramid and other skyscrapers. In the foreground, there is a large, white, multi-story building with a prominent tower, likely a school or government building. The sky is a mix of blue and orange, with some clouds. A dark blue banner is overlaid at the top, and a yellow banner is overlaid at the bottom.

San Francisco Civil Grand Jury 2022–2023

Not Making the Grade

San Francisco's Shortage of Credentialed Teachers

About the Jury

- 19 volunteers
- 1-year term
- Findings and Recommendations from confidential investigations
- Two members recused for ties to SFUSD and education

Why This Topic?

- 10+ years of 9–10% attrition—is SFUSD keeping up?
- Quality education is an equity issue
- Quality education drives economic growth
- It's the law: *Ryan Act*, *Williams v. California*

About our Investigation

- **Data:** review of State Dept. of Education classroom, salary, and benefits data
 - Submitted by schools and districts in Form J-90
 - Publicly reviewable in **School Accountability Report Cards (SARCs)**
 - Aggregated in state DataQuest data tool

About our Investigation

- Interviews
 - SFUSD administrators
 - Members of Board of Education
 - Educators
 - Teacher educators

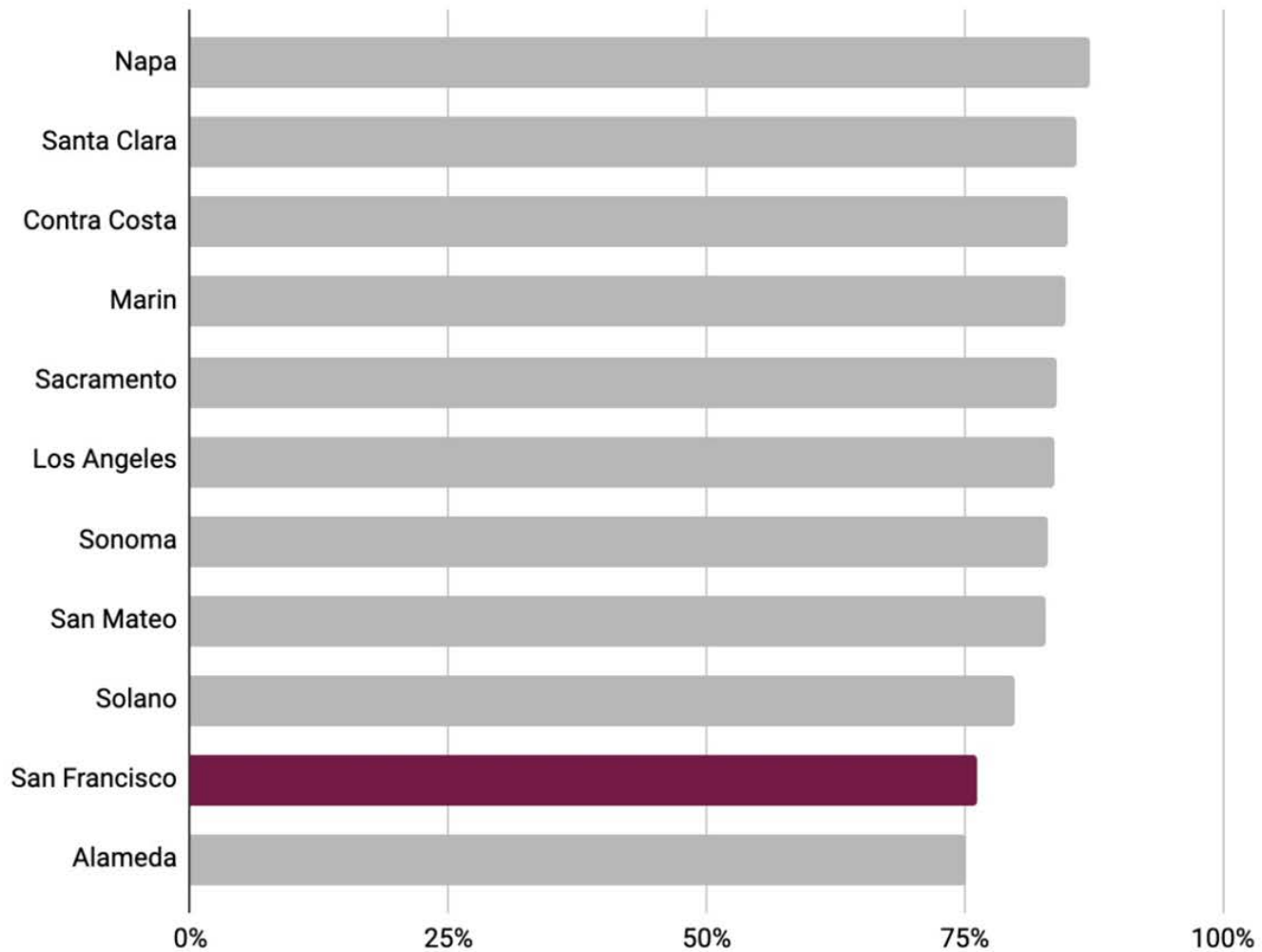
Insufficient Credentialed Teachers

- State defines assignment types: Clear Credentialed, Intern, Out of Field, Ineffective
- SFUSD clear assignments **lower** than statewide and Bay Area averages
- SFUSD Ineffective assignments **higher** than averages

Insufficient Credentialed Teachers

| | |
|--------------|------------|
| California | 83% |
| SF Bay Area | 82% |
| SFUSD | 76% |

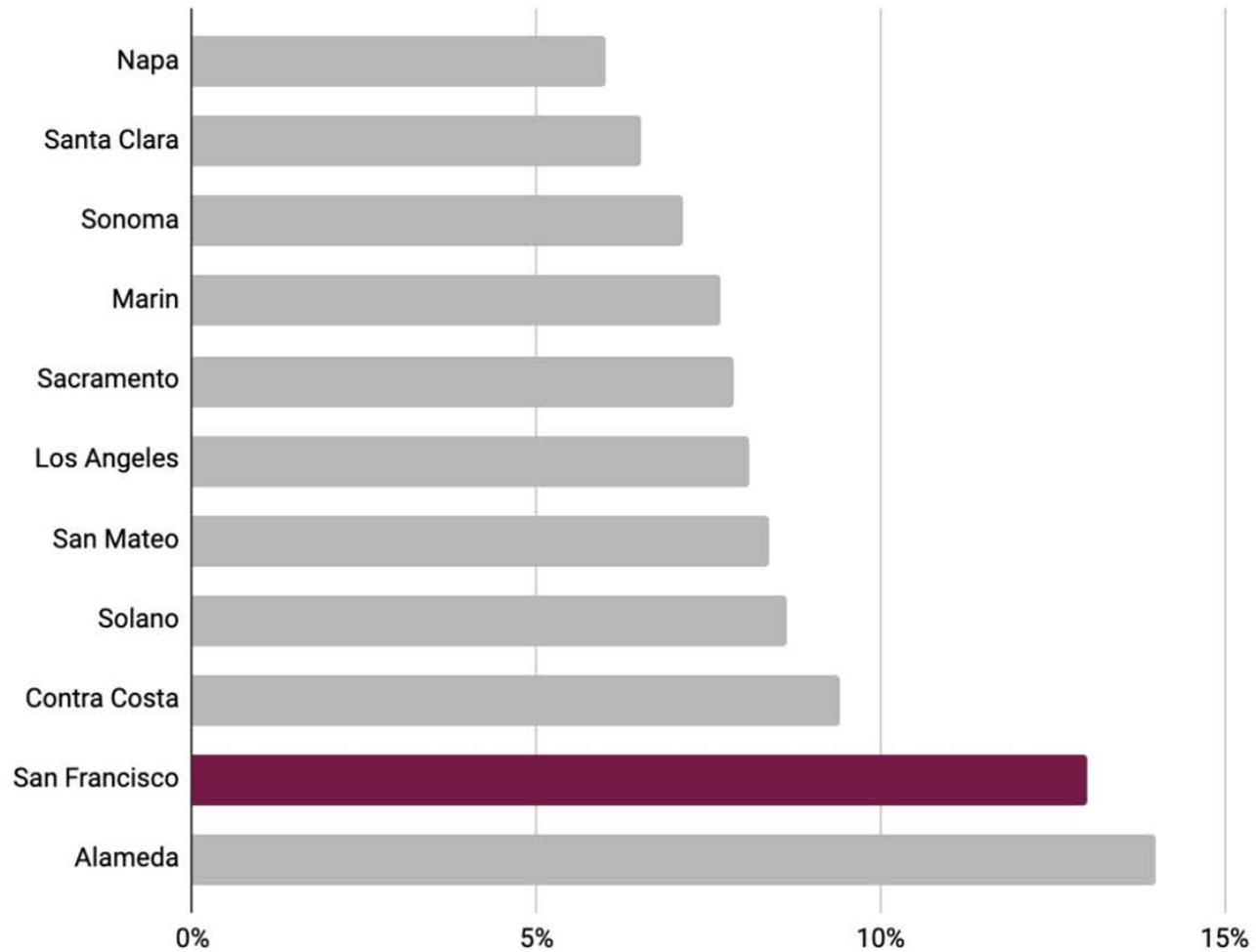
Average classroom assignments filled by clear-credentialed teachers, 2020–2021 sch. year
Source: CA Dept of Education / SARC



Too Many Ineffective Teachers

| | |
|--------------|-----------|
| California | 4% |
| SF Bay Area | 6% |
| SFUSD | 9% |

Average classroom assignments filled by ineffective teachers, 2020–2021 sch. year
Source: CA Dept of Education / SARC

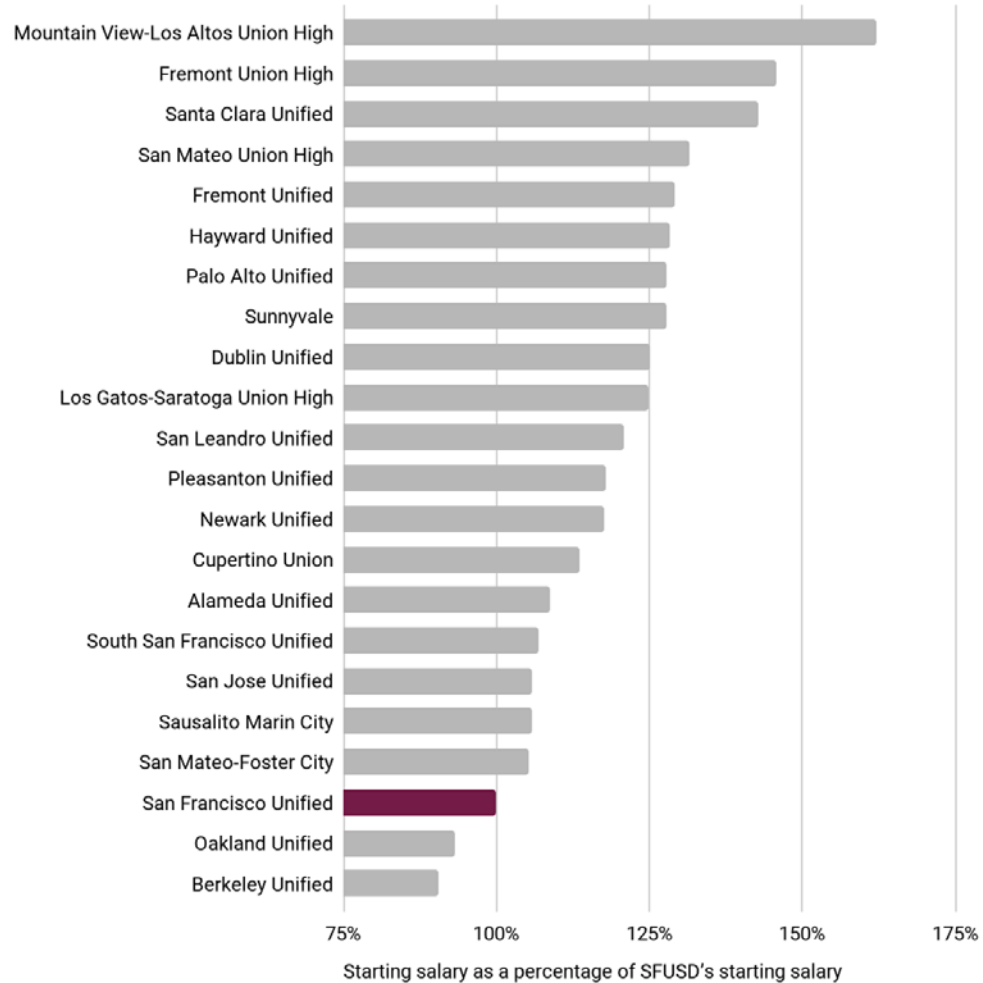


Low First-Year Salary

- State data via SFUSD-commissioned “SABRE” report
- SFUSD first-year salary: \$54,289¹
- HUD Bay Area “low income” limit: \$93,200²
- Lower than nearby districts by as much as 38%

¹ Calif. Dept. of Education “Certificated Salaries and Benefits”

² HUD “Very Low Income” limit for family of four in the SF Bay Area metropolitan area



Starting salary as a percentage of SFUSD's starting salary

Insufficient Publicity of Benefits

- SFUSD benefits and pensions are generous
- Two housing subsidy programs: Teacher Next Door, Downpayment Assistance Program
- ...but not widely publicized in media or recruiting

Payroll Fiasco

- Inaccurate paychecks, canceled benefits, improper deductions
- Sit-ins, “state of emergency,” spiraling costs
- Negative attention when SFUSD least needs it

No Recruiting or Retention Data

- SFUSD does not maintain a database of why candidates turn down jobs
- SFUSD does not conduct exit interviews of why credentialed teachers leave the District
- What can't be measured, can't be managed

Administrators Didn't Cooperate

- Jury requests ignored
- Participants declined to participate in interviews
- Intervention required by Office of City Attorney
- Echoes of 1998 Grand Jury report of poor cooperation

Recommendations

- Public reporting of recruiting and retention efforts
- Annual review of competitive salaries and benefits
- Better promotion of benefits
- Study root causes of payroll fiasco
- Collect standard recruiting and exit interview data
- Inform staff about the Grand Jury's work

A panoramic view of San Francisco at sunset. The sky is a mix of blue and orange, with soft clouds. In the foreground, there's a green field with a fence, possibly a sports field. In the middle ground, there are several large, white, classical-style buildings. In the background, the city skyline is visible, including the Transamerica Pyramid and other skyscrapers.

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Thank you!