KIPP Empower Academy



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2019-20 School Accountability Report Card Published During the 2020-21 School Year

KIPP Empower Academy

(213) 241-1000 www.lausd.net

District Governing Board

District Administration

Austin Beutner **Superintendent**

School Description

KIPP Empower Academy (KEA) is a college-preparatory, tuition-free public charter elementary school that opened in summer 2010 in South Los Angeles. KIPP Empower Academy operates an innovative blended learning instructional model and is a high performing elementary school in Los Angeles. KIPP Empower Academy is part of the national KIPP (Knowledge Is Power Program) network of schools. We are operated by KIPP SoCal Schools, a charter school management organization.

Our mission is to empower our students to be strong in mind, body, and spirit so that they will thrive in middle school, high school, college, and the competitive world.

"Strong in mind" conveys the importance of academic skills (cognitive development); "strong in body" refers to personal habits (physical development); and "strong in spirit" references the character traits we strive to foster (socio-emotional and psychological development). By cultivating all aspects of a child's development, KIPP Empower Academy will prepare our students for more than just middle school; we will prepare them for the variety of challenges they may face in high school, college, and in their careers.

About Our School Leader: Chinedu Udeh began her educational career teaching fourth grade in Tulsa, Oklahoma through Teach For America. She then moved to Los Angeles and founded the fourth grade at KIPP Empower Academy. While in the classroom, she spent her summers working as a coach and training teachers in instructional and behavioral practices. At KIPP Empower she served as a grade level chair, an instructional coach and later as an assistant school leader. She has served as the School Leader at KIPP Empower Academy since 2017. She graduated Cum Laude from Dartmouth College and received her Masters from Teachers College Columbia Summer Principals Academy. Her commitment to KIPP Empower Academy stems from her firm belief in its mission to empower students to be strong in mind, body, and spirit. This holistic approach to urban education aligns with her belief about the type of education students in South Los Angeles deserve.

About the SARC

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 and access to prior year reports, 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 the LCAP, see the CDE LCFF webpage at https://www.cde.ca.gov/fg/aa/lc/.
- For additional information about the school, parents/guardians and community members should contact the school principal or the district office.

2019-20 Student Enrollment by Grade Level

Grade Level	Number of Students
Kindergarten	120
Grade 1	119
Grade 2	119
Grade 3	112
Grade 4	114
Total Enrollment	584

2019-20 Student Enrollment by Group

Group	Percent of Total Enrollment
Black or African American	54.5
American Indian or Alaska Native	0.2
Hispanic or Latino	43.8
Native Hawaiian or Pacific Islander	0.2
Socioeconomically Disadvantaged	88.2
English Learners	18.5
Students with Disabilities	8.4
Foster Youth	0.5
Homeless	1.5

A. Conditions of Learning

State Priority: Basic

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

- Degree to which teachers are appropriately assigned and fully credentialed in the subject area and for the pupils they are teaching:
- Pupils have access to standards-aligned instructional materials;
 and
- School facilities are maintained in good repair

Teacher Credentials for KIPP Empower	18-19	19-20	20-21
With Full Credential	19	22	21
Without Full Credential	8	8	8
Teaching Outside Subject Area of Competence	0	0	0

Teacher Credentials for KIPP Empower	18-19	19-20	20-21
With Full Credential	*	*	20,610
Without Full Credential	+	•	669
Teaching Outside Subject Area of Competence	•	*	1,337

Teacher Misassignments and Vacant Teacher Positions at KIPP Empower Academy

Indicator	18-19	19-20	20-21
Teachers of English Learners	0	0	0
Total Teacher Misassignments*	0	0	0
Vacant Teacher Positions	0	1	0

Note: "Misassignments" refers to the number of positions filled by teachers who lack legal authorization to teach that grade level, subject area, student group, etc. *Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.

Quality, Currency, Availability of Textbooks and Instructional Materials (School Year 2020-21)

Textbooks and Instructional Materials

Year and month in which data were collected: December 2020

Core Curriculum Area	Textbooks and Instructional Ma	aterials/Year of Adoption
Reading/Language Arts	Reading: Fontas and Panell (K-4), Guided Reading (K-4) Writing: Lucy Calkins Writers Workshop (K-4) Phonics: Open Court Reading(K-4)	
	The textbooks listed are from most recent adoption:	Yes
	Percent of students lacking their own assigned textbook:	0.0 %
Mathematics	Bridges The Math Learning Center	
	The textbooks listed are from most recent adoption:	Yes
	Percent of students lacking their own assigned textbook:	0.0 %
Science	Science: Amplify Science (3-4)	
	The textbooks listed are from most recent adoption:	Yes
	Percent of students lacking their own assigned textbook:	0.0 %
History-Social Science	Percent of students lacking their own assigned textbook:	0.0 %
Foreign Language	Percent of students lacking their own assigned textbook:	0.0 %
Health	Percent of students lacking their own assigned textbook:	0.0 %
Visual and Performing Arts	Percent of students lacking their own assigned textbook:	0.0 %
Science Laboratory Equipment	N/A	
	Percent of students lacking their own assigned textbook:	0.0 %

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

School Facility Conditions and Planned Improvements (Most Recent Year)

KIPP Empower Academy is inspected on a quarterly basis to ensure cleanliness. For our campus facilities, our Health & Safety snapshots we ensure safety measures are in place in the classrooms on our campus.

- All areas of exterior grounds are clean and organized in a manner that inspire staff and students to take pride in campus grounds. All areas of exterior landscaping are well-maintained and appear healthy.
- Main office creates a warm and welcoming environment for staff, students & families. Entering the building presents a very attractive, inviting appearance that draws one in and makes you feel that you are in an exceptional facility.
- The building interior is well-maintained and appears healthy in a way that complements the appearance of the campus and inspires a culture where staff and students take care of campus grounds.
- Common areas are clean and organized. Air quality is odor-free.
- Restrooms are being deep-cleaned. Air quality is odor-free.
- Classrooms are clean and organized in a manner that inspire staff and students to take pride in campus grounds.

KIPP Empower Academy recent facility improvements include:

- Installation of MERV13 air filtration systems
- · Installation of plexiglass partitions in all student restrooms with touchless soap and paper towel dispensers
- Installation of touchless water bottle dispensers
- Installation of touchless hand sanitizers schoolwide

School Facility Good Repair Status (Most Recent Year)

Using the most recently collected FIT data (or equivalent), provide the following:

- Determination of repair status for systems listed
- Description of any needed maintenance to ensure good repair
- The year and month in which the data were collected
- The rate for each system inspected
- The overall rating

Year and month in which data were collected: November 2020

Year and month in which data were collected: November 2020					
System Inspected	Repair Status	Repair Needed and Action Taken or Planned			
Systems: Gas Leaks, Mechanical/HVAC, Sewer	Good				
Interior: Interior Surfaces	Good				
Cleanliness: Overall Cleanliness, Pest/ Vermin Infestation	Good				
Electrical: Electrical	Good				
Restrooms/Fountains: Restrooms, Sinks/ Fountains	Good				
Safety: Fire Safety, Hazardous Materials	Good				
Structural: Structural Damage, Roofs	Good				
External: Playground/School Grounds, Windows/ Doors/Gates/Fences	Good				
Overall Rating	Good				

B. Pupil Outcomes

State Priority: Pupil Achievement

The SARC provides the following information relevant to the State priority: Pupil Achievement (Priority 4):

- Statewide assessments (i.e., California Assessment of Student Performance and Progress [CAASPP] System, which includes the Smarter Balanced Summative Assessments for students in the general education population and the California Alternate Assessments [CAAs] for English language arts/literacy [ELA] and mathematics given in grades three through eight and grade eleven. Only eligible students may participate in the administration of the CAAs. CAAs items are aligned with alternate achievement standards, which are linked with the Common Core State Standards [CCSS] for students with the most significant cognitive disabilities); and
- The percentage of students who have successfully completed courses that satisfy the requirements for entrance to the University of California and the California State University, or career technical education sequences or programs of study.

CAASPP Test Results in ELA and Mathematics for All Students Grades Three through Eight and Grade Eleven

Percentage of Students Meeting or Exceeding the State Standard

Subject	School 18-19	School 19-20	District 18-19	District 19-20	State 18-19	State 19-20
ELA	35	N/A	45	N/A	50	N/A
Math	42	N/A	34	N/A	39	N/A

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

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

Note: Percentages are not calculated when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: ELA and mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

CAASPP Test Results in Science for All Students Grades Five, Eight, and High School

Percentage of Students Meeting or Exceeding the State Standard

Subject	School	School	District	District	State	State
	18-19	19-20	18-19	19-20	18-19	19-20
Science		N/A		N/A		N/A

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

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

Note: The new California Science Test (CAST) was first administered operationally in the 2018-2019 school year.

State Priority: Other Pupil Outcomes

The SARC provides the following information relevant to the State priority: Other Pupil Outcomes (Priority 8):

• Pupil outcomes in the subject areas of physical education.

2019-20 Percent of Students Meeting Fitness Standards

Grade Level	4 of 6	5 of 6	6 of 6
5	N/A	N/A	N/A
7	N/A	N/A	N/A
9	N/A	N/A	N/A

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

Note: The 2019–2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-56-20 was issued which waived the requirement to administer the physical fitness performance test for the 2019–2020 school year.

CAASPP Test Results in Science by Student Group

Grades Three through Eight and Grade Eleven (School Year 2019-2020)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	N/A	N/A	N/A	N/A	N/A
Male	N/A	N/A	N/A	N/A	N/A
Female	N/A	N/A	N/A	N/A	N/A
Black or African American	N/A	N/A	N/A	N/A	N/A
American Indian or Alaska Native	N/A	N/A	N/A	N/A	N/A
Asian	N/A	N/A	N/A	N/A	N/A
Filipino	N/A	N/A	N/A	N/A	N/A
Hispanic or Latino	N/A	N/A	N/A	N/A	N/A
Native Hawaiian or Pacific Islander	N/A	N/A	N/A	N/A	N/A
White	N/A	N/A	N/A	N/A	N/A
Two or More Races	N/A	N/A	N/A	N/A	N/A
Socioeconomically Disadvantaged	N/A	N/A	N/A	N/A	N/A
English Learners	N/A	N/A	N/A	N/A	N/A
Students with Disabilities	N/A	N/A	N/A	N/A	N/A
Students Receiving Migrant Education Services	N/A	N/A	N/A	N/A	N/A
Foster Youth	N/A	N/A	N/A	N/A	N/A
Homeless	N/A	N/A	N/A	N/A	N/A

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

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

CAASPP Test Results in ELA by Student Group

Grades Three through Eight and Grade Eleven (School Year 2019-2020)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	N/A	N/A	N/A	N/A	N/A
Male	N/A	N/A	N/A	N/A	N/A
Female	N/A	N/A	N/A	N/A	N/A
Black or African American	N/A	N/A	N/A	N/A	N/A
American Indian or Alaska Native	N/A	N/A	N/A	N/A	N/A
Asian	N/A	N/A	N/A	N/A	N/A
Filipino	N/A	N/A	N/A	N/A	N/A
Hispanic or Latino	N/A	N/A	N/A	N/A	N/A
Native Hawaiian or Pacific Islander	N/A	N/A	N/A	N/A	N/A
White	N/A	N/A	N/A	N/A	N/A
Two or More Races	N/A	N/A	N/A	N/A	N/A
Socioeconomically Disadvantaged	N/A	N/A	N/A	N/A	N/A
English Learners	N/A	N/A	N/A	N/A	N/A
Students with Disabilities	N/A	N/A	N/A	N/A	N/A
Students Receiving Migrant Education Services	N/A	N/A	N/A	N/A	N/A
Foster Youth	N/A	N/A	N/A	N/A	N/A
Homeless	N/A	N/A	N/A	N/A	N/A

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

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

CAASPP Test Results in Mathematics by Student Group

Grades Three through Eight and Grade Eleven (School Year 2019-2020)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	N/A	N/A	N/A	N/A	N/A
Male	N/A	N/A	N/A	N/A	N/A
Female	N/A	N/A	N/A	N/A	N/A
Black or African American	N/A	N/A	N/A	N/A	N/A
American Indian or Alaska Native	N/A	N/A	N/A	N/A	N/A
Asian	N/A	N/A	N/A	N/A	N/A
Filipino	N/A	N/A	N/A	N/A	N/A
Hispanic or Latino	N/A	N/A	N/A	N/A	N/A
Native Hawaiian or Pacific Islander	N/A	N/A	N/A	N/A	N/A
White	N/A	N/A	N/A	N/A	N/A
Two or More Races	N/A	N/A	N/A	N/A	N/A
Socioeconomically Disadvantaged	N/A	N/A	N/A	N/A	N/A
English Learners	N/A	N/A	N/A	N/A	N/A
Students with Disabilities	N/A	N/A	N/A	N/A	N/A
Students Receiving Migrant Education Services	N/A	N/A	N/A	N/A	N/A
Foster Youth	N/A	N/A	N/A	N/A	N/A
Homeless	N/A	N/A	N/A	N/A	N/A

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

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

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 2020-21)

KIPP Empower Academy thrives and welcomes parent involvement in school events. Parent involvement can range from administration assistance, teacher assistance, and participation in big school events such as our Trunk or Treat, Winter Program, Empower Carnival, school-wide fundraisers and many more! Our parents are extremely involved and attend meetings once a month. We also have school-wide Parent Leadership Council (PLC) meetings that all of our parents can attend every month, where we discuss upcoming events and how they can help. At these meetings parents are able to sign-up to volunteer. If parents are unable to attend a meeting, our weekly school summit/ la cumbre is also a great way to find out about volunteer opportunities and how they can support. Our families are our greatest asset and we welcome their involvement.

During Distance Learning we maintain our parent engagement through our virtual platforms. Our Family Academy virtual session has allowed families to learn how to properly access their scholar's Google Classroom, iReady student accounts, and we remind our families that "Attendance Matters" as we encourage families to log their scholar in to class daily.

For more information related to these and other parental involvement opportunities, please contact our Family Engagement Lead, Gabriela Hernandez, at gahernandez@kippsocal.org.

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.

School Safety Plan (School Year 2020-2021)

KIPP Empower Academy reviews and updates its safety plan every year. This year's plan was reviewed and updated in October 2020. The safety plan outlines what we do for every emergency situation and details the roles of each staff member. Some things included in the plan are - what do do during an emergency which includes earthquake, fire, lockdown, or shelter in place, emergency numbers to call if needed, and staff directory. The plan was reviewed and shared with staff members in October 2020. Staff members also get monthly reminders of what to do in emergency situations, and are able to practice what to do during our monthly emergency drills. Drills happen every month at KIPP Empower Academy and staff members practice evacuating and taking attendance of their class. This is also a way for students to practice what to do during an emergency. KIPP Empower Academy also takes part in the CA Great Shake drill where we initiate our incident command center. During this drill we complete search and rescue, have a first aid station, and practice reunification by allowing parents to "pick up their kids" during an emergency. This always serves as a great way for staff members to fully know their roles and ask questions if needed. Overall staff at KIPP Empower Academy understand our safety plan and know what to do during emergency situations to ensure student safety is always a priority.

Suspensions and Expulsions

(data collected between July through June, each full school year respectively)

Rate	School 2017-18	School 2018-19	District 2017-18	District 2018-19	State 2017-18	State 2018-19
Suspensions	0.7	0.5	0.8	0.7	3.5	3.5
Expulsions	0.0	0.0	0.0	0.0	0.1	0.1

Note: The 2019-2020 suspensions and expulsions rate data are not comparable to prior year data because the 2019-2020 school year is a partial school year due to the COVID-19 crisis. As such, it would be inappropriate to make any comparisons in rates of suspensions and expulsions in the 2019-2020 school year compared to prior years.

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.

Ratio of Pupils to Academic Counselor (School Year 2019-2020)

Title	Ratio
Academic Counselor*	292

^{*}One full time equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

Student Support Services Staff (School Year 2019-2020)

Title	Number of Full-Time Equivalent (FTE)
Counselor (Social/Behavioral or Career Development)	2
Library Media Teacher (Librarian)	
Library Media Services Staff (Paraprofessional)	
Psychologist	1
Social Worker	
Nurse	
Speech/Language/Hearing Specialist	
Resource Specialist (non-teaching)	
Other	5.6

^{*}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.

Average Class Size and Class Size Distribution (Elementary)

Grade Level	2017-18 Average Class Size	2017-18 # of Classes* Size 1-20	2017-18 # of Classes* Size 21-32	2017-18 # of Classes* Size 33+	2018-19 Average Class Size	2018-19 # of Classes* Size 1-20	2018-19 # of Classes* Size 21-32	2018-19 # of Classes* Size 33+	2019-20 Average Class Size	2019-20 # of Classes* Size 1-20	2019-20 # of Classes* Size 21-32	2019-20 # of Classes* Size 33+
К	29		17		29		24		30		20	
1	29		15		30		24		31		19	1
2	31		15	5	30		24		30		20	
3	27		20		29		24		32		17	3
4	25		20		30		24		33		17	3
Other**	30		5									

^{*}Number of classes indicates how many classes fall into each size category (a range of total students per class).

Professional Development (Most Recent Three Years)

Measure	2018-19	2019-20	2020-21
Number of school days dedicated to Staff Development and Continuous Improvement	26	44	46

KIPP Empower Academy begins our professional development with an intensive summer on-boarding training for all staff members. Concluding our summer on-boarding training, all KIPP Empower Academy have a clear understanding of the 'why' behind our KIPP Empower Academy vision, mission, and core values. By conducting community walks and home visits, our KIPP Empower Academy teachers and staff have a stronger understanding and appreciation of the beauty, value, and richness of our school's community. Professional development throughout the year continues to reinforce and build upon the momentum from the KIPP Empower Academy Summer On-Boarding.

KIPP Empower Academy professional development scope and sequence will occur weekly on Monday mornings from 9:00am - 11:00am. KIPP Empower Academy Staff professional development plan for the year will focus on our priorities of Mission Alignment and Phonics. In addition, our staff professional development also focuses on strengthening teaching by providing Professional development on technology resources and best practices in remote learning. Our content teams meet weekly for 60 minutes regarding professional development during our remote learning approach. Lastly, our staff have optional technology professional development that is conducted 1-2x a month for 60 minutes.

FY 2018-19 Teacher and Administrative Salaries

1 2010 15 redefict and Administrative Salaries						
Category	District Amount	State Average for Districts In Same Category				
Beginning Teacher Salary	\$46,587	\$50,029				
Mid-Range Teacher Salary	\$74,412	\$77,680				
Highest Teacher Salary	\$92,389	\$102,143				
Average Principal Salary (ES)	\$117,849	\$128,526				
Average Principal Salary (MS)	\$131,307	\$133,574				
Average Principal Salary (HS)	\$135,702	\$147,006				
Superintendent Salary	\$350,000	\$284,736				

Percent of District Budget	District Amount	State Average for Districts In Same Category	
Teacher Salaries	29.0	33.0	
Administrative Salaries	5.0	5.0	

For detailed information on salaries, see the CDE Certificated Salaries & Benefits webpage at www.cde.ca.gov/ds/fd/cs/.

FY 2018-19 Expenditures Per Pupil and School Site Teacher Salaries

Level	Total	Restricted	Unrestricted	Average Teacher Salary
School Site	\$14,330	\$3,031	\$3,031 \$11,299	
District	N/A	N/A	\$9,056	\$78,962
State	N/A	N/A	\$7,750	\$83,052

Percent Differences	Unrestricted	Average Teacher Salary
School Site/District	22.0	-20.9
School Site/ State	37.3	-25.9

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

^{** &}quot;Other" category is for multi-grade level classes.

Types of Services Funded

KIPP Empower Academy offers an ASES funded afterschool program to assist and support our students. The goal of our program is to continue the support students are receiving during the regular school day in a safe constructive environment during after school hours. Our program provides literacy and enrichment activities for 130 students, grades TK to 4. Every student in our program participates in a daily literacy and enrichment component. Our literacy programs provide tutoring and homework help in the core areas of reading, language arts, mathematics, and science. Students use software to make sure they are reading and completing math at their individual levels. Students participate in at least 1 hour daily in a literacy element. Our educational enrichment programs align with the school's academic program and include, but are not limited to, recreation and prevention activities such as youth development strategies like performing arts, yoga, music, dance, PE, and Spanish. Other enrichment activities are implemented based on the students' needs and interests.

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.

Dropout Rate and Graduation Rate (Four-Year Cohort Rate)

Rate for KIPP Empower Academy	2016-17	2017-18	2018-19
Dropout Rate			
Graduation Rate	79.7	80.1	81.5

Rate for California	2016-17	2017-18	2018-19
Dropout Rate			
Graduation Rate	82.7	83	84.5

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).

California School Dashboard

The California School Dashboard (Dashboard) https://www.caschooldashboard.org/ reflects California's new accountability and continuous improvement system and provides information about how LEAs and schools are meeting the needs of California's diverse student population. The Dashboard contains reports that display the performance of LEAs, schools, and student groups on a set of state and local measures to assist in identifying strengths, challenges, and areas in need of improvement.