



**2023 -2025 Texas Strategic Staffing Grant for Sustainable, Paid Teacher Residency Program
Letter of Interest (LOI) Application Due 11:59 p.m. CT, April 24, 2023**

NOGA ID

Authorizing legislation

GAA, Article III, Rider 40, 87th Texas Legislature

This LOI application must be submitted via email to loiapplications@tea.texas.gov.

The LOI application may be signed with a digital ID or it may be signed by hand. Both forms of signature are acceptable.

TEA must receive the application by **11:59 p.m. CT, April 24, 2023**.

Application stamp-in date and time

Grant period from

August 1, 2023-April 30, 2025

Pre-award costs permitted from

the award announcement date to the grant start date

Required Attachments

1. Excel workbook with the grant's budget schedules (linked along with this form on the TEA Grants Opportunities page)
2. Signed Letter of Commitment or MOU
3. Letter from EPP Partner(s)

Please the program guidelines for further details on the required attachments.

Amendment Number

Amendment number (For amendments only; enter N/A when completing this form to apply for grant funds):

Applicant Information

Organization

CDN

ESC

UEI

Address

City

ZIP

Vendor ID

Primary Contact

Email

Phone

Secondary Contact

Email

Phone

Certification and Incorporation

I understand that this application constitutes an offer and, if accepted by TEA or renegotiated to acceptance, will form a binding agreement. I hereby certify that the information contained in this application is, to the best of my knowledge, correct and that the organization named above has authorized me as its representative to obligate this organization in a legally binding contractual agreement. I certify that any ensuing program and activity will be conducted in accordance and compliance with all applicable federal and state laws and regulations.

I further certify my acceptance of the requirements conveyed in the following portions of the LOI application, as applicable, and that these documents are incorporated by reference as part of the LOI application and Notice of Grant Award (NOGA):

LOI application, guidelines, and instructions

Debarment and Suspension Certification

General and application-specific Provisions and Assurances

Lobbying Certification

Authorized Official Name

Title

Email

Phone

Signature

Date



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Applicant Information

Organization Lubbock ISD CDN 152901 ESC 17 UEI S9DZAL4BFED8

Address 1628 19th Street City Lubbock ZIP 79413 Vendor ID 75-6001989

Primary Contact Dr. Lane Sobehrad Email lane.sobehrad@lubbockisd.org Phone 806-219-0089

Secondary Contact Misty Rieber Email misty.riever@lubbockisd.org Phone 806-219-0080

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- General and application-specific Provisions and Assurances
- Lobbying Certification

Authorized Official Name Misty Rieber Title Chief Academic Officer

Email misty.riever@lubbockisd.org Phone 806-219-0089

Signature  Date 04/24/2023

Shared Services Arrangements

Shared services arrangements (SSAs) are not permitted for this grant.

Statutory/Program Assurances

The following assurances apply to this program. In order to meet the requirements of the program, the applicant must comply with these assurances.

Check each of the following boxes to indicate your compliance.

- 1. The applicant provides assurance that the application does not contain any information that would be protected by the Family Educational Rights and Privacy Act (FERPA) from general release to the public.
- 2. The applicant provides assurance to adhere to all the Statutory and TEA Program Requirements and Program-Specific Assurances as noted in the 2023-2025 Texas Strategic Staffing Grant for Sustainable, Paid Teacher Residency Program Program Guidelines.
- 3. The applicant provides assurance to adhere to all the Performance Measures, as noted in the 2023-2025 Texas Strategic Staffing Grant for Sustainable, Paid Teacher Residency Program Program Guidelines, and shall provide to TEA, upon request, any performance data necessary to assess the success of the program.

Program Priority Requirement

For districts/charters that are or have engaged in an ESF diagnostic process during or before the 2022-2023 school year, please provide the year the district went through the diagnostic and the priority focus area in the space below.

Summary of Program

Provide an overview of the program to be implemented with grant funds. Include the overall mission and specific needs of the organization. Describe how the program will address the mission and needs.

Lubbock ISD's mission is to nurture, develop, and inspire every child, every day. This mission is supported by four goals established by the Board of Trustees. Most pertinent to this opportunity is the Board's belief that "quality teachers are the most important contributors to student success. Lubbock ISD will attract, develop, retain, and reward high effective teachers." In order to be fully staffed at the start of the 2022-2023 school year, Lubbock ISD hired over 160 degreed, non-certified instructors. With a turnover rate higher than the state average (Lubbock: 20%, Texas: 17.7%), a limited pool of EPPS within our geographic region, and our relative geographic isolation in West Texas, it is challenging year-to-year to fully staff our district with the over 1,900 teachers we need. While Lubbock ISD and Texas Tech are currently engaged in TCLAS Decision 5 that supports 20 paid teacher residencies, and supports an additional 80+ unpaid student teacher residents across the district, additional technical assistance and programmatic support is needed to ensure that the work is sustainable long-term after TCLAS funding expires at the end of the 2023-2024 school year, Long-term, Lubbock ISD would like to explore how the paid student teacher residency program might be scaled to include all student teachers from Texas Tech.

Research shows that student benefits from teachers who look like them, both academically and emotionally (Redding, 2019. A Teacher Like Me," Review of Educational Research, 89(4), 499-535). Lubbock ISD's teacher demographics (70.9% White, 22% Hispanic, 3.7% Black) do not reflect it's students demographics (21.9% White, 59.5% Hispanic, 13.6% Black). One barrier to increased diversity is the implicit cost of a year long student teacher residency program, which would disproportionately affect first generation students, who are disproportionately students of color. This is important for Lubbock ISD's context, which is 72.7% economically disadvantaged, and thus Lubbock ISD and Texas Tech plans to implement various iterations of Grow-Your-Own cannot be implemented with fidelity because interested student cannot afford to take off of work. Similarly, Lubbock ISD stakeholders who might be interested in the Texas Tech 2+1 are similarly discouraged when, historically, students do not get to select their district for student teacher placement.

Through this program, Lubbock ISD will work with Texas Tech to update their existing partnership to help each other meet their respective programmatic goals and provide multiple pathways to become a teacher for Lubbock ISD through paid teacher residencies. We will do this by having a paid student teacher residency program that incentivizes placement at high needs campuses and working as a substitute teacher on Lubbock ISD campuses.

Qualifications and Experience for Key Personnel

Outline the required qualifications and experience for primary project personnel and any external consultants projected to be involved in the implementation and delivery of the program. Include whether the position is existing or proposed.

Title and Responsibilities of Position	Required Qualifications and Experience
Misty Rieber, Chief Academic Officer. Responsible for all strategic staffing decisions.	Chief Academic Officer for Lubbock ISD
Beth Berridge, Executive Director of Leadership and Professional Development. Supervises Student Teacher Residency Program Coordinator	Executive Director of Leadership and Professional Development for Lubbock ISD
Kim Callison, Assistant Superintendent of Curriculum and Instruction. Facilitates placements of student teacher residents according to campus needs.	Assistant Superintendent of Curriculum and Instruction for Lubbock ISD
Dr. Lane Sobehrad, Coordinator of Research and Innovation. Ensure grant compliance and reporting requirements are met.	Coordinator of Research and Innovation for Lubbock ISD
Student Teacher Residency Program Coordinator. Manage design and implementation of paid teacher residency program.	Certified Teacher; at least 3 years teaching experience; experience as a mentor teacher for student-teachers and/or new career teachers.

Goals, Objectives, and Strategies

Describe the major goals/objectives of the proposed program. What activities/strategies will be implemented to meet those goals/objectives?

SY 2023-2024 Goals:

- Work with Texas Tech and Region 17 to explore possible modifications to existing paid and non-paid student teacher residency programs, including scaling up paid student teach residency program
- Hire at least 20 paid student teachers residents using the "Residents as Substitutes" model.
- Recruit at least 2 Lubbock ISD paraprofessionals into Texas Tech's 2+1 program

SY 2024-2025 Goals:

- Hire 100% of paid student teacher residents from SY 2023-2024 into full-time teaching roles with Lubbock ISD.
- Hire at least 40 paid student teachers residents using the "Residents as Substitutes" model.
- Recruit at least 3 Lubbock ISD paraprofessionals into Texas Tech's 2+1 program

Activities:

- Structured governance meetings occur quarterly between Lubbock ISD and Texas Tech to analyze student teacher data.
- Placement meeting with Lubbock ISD and Texas Tech to review student teacher applications.
- Develop plans for teacher residency continuous improvement during the SY 24-25 residency implementation year.
- Recruit paid student teacher residents to high need campuses across Lubbock ISD
- Track substitute placement and employment for paid student teacher residents

Performance and Evaluation Measures

Describe the performance measures identified for this program which are related to student outcomes and are consistent with the purpose of the program. Include the tools used to measure performance, as well as the processes that will be used to ensure the effectiveness of project objectives and strategies.

Lubbock ISD and Texas Tech will track the progress and performance of their student teacher residents in order to ensure that the program continues to be implemented with fidelity.

Lubbock ISD and Texas Tech will track the following measures related to the paid student teacher residency program:

- Time and effort activity log of engagement in strategic staffing model training and technical assistance support activities during the duration of the grant.
- Number of teacher residents participating in the year-long teacher residency,
- Number of paid teacher resident participating in the year-long teacher residency
- Demographics of teacher residents participating in the program,
- Number and type of teacher certifications awarded to teacher residents
- Number of teacher residents who sign contracts for employment with Lubbock ISD
- Selected staffing models implemented

Texas Tech will provide the following performance measures at scheduled quarterly meetings with Lubbock ISD regarding student teacher resident progress and performance:

- Teacher Candidate Performance Data
- Student Perception Survey
- 2 + 1 Implementation
- Student teacher campus placement
- Student teachers participating in new teacher academy (with a stipend)
- Observation block campus placement

Budget Narrative

Describe how the proposed budget will meet the needs and goals of the program, including for staffing, supplies and materials, contracts, travel, etc. If applicable, include a high-level snapshot of funds currently allocated to similar programs. Include a short narrative describing how adjustments will be made in the future to meet needs.

Program Costs

\$60,000 - Salary and benefits of Teacher Residency Program Coordinator
 \$5,000 - Supplies and materials directly related to the design and implementation of the program
 \$2,228 - Indirect Administrative Costs (2.785%)
 \$8,000 - Direct Administrative Costs (10.000%)

\$75,228 - TOTAL COSTS

Teacher Residency Program Costs

\$ 75,228 - Student Teacher Residency Program Coordinator
 \$200,000 - Estimated substitute teacher pay for paid student teacher residents (\$85/day x 20 x 75 days)

- Pending the outcome of this program, the Student Teacher Residency Program Coordinator may be maintained as a permanent FTE or be absorbed into the responsibilities of the Department of Leadership and Professional Development.
- Substitute teacher pay will be subject to Lubbock ISD's annual budget planning process and may change year to year.
- The number of paid student teacher residents will be dependent on enrollment at Texas Tech and Lubbock ISD's capacity to place student teachers.

Funds Currently Allocated to Similar Programs

\$ 81,000 - TCLAS, Decision 4a
 \$1,200,000 - TCLAS, Decision 5a
 \$ 300,000 - TCLAS, Decision 5b
 \$ 75,000 - Strategic Compensation Fellowship Grant

Statutory/Program Requirements

1. Description of partnership foundations: Applicants may have one or more EPP partners on the 2022 Vetted Teacher Residency Program List (link located on TEA Grant Opportunities page). Please list your partner(s) and the following partnership foundations information:

- How many years have you been engaged in a residency partnership?
- How many residents have you placed each year of that partnership?
- Describe your practices for shared governance, or the review of residency program data to inform shared decision-making about teacher candidate and mentor teacher supports. How often do you meet with your partners to review this data? As a partnership, how do you manage follow-up and response to data?
- Please describe any other key features of your partnership's progress toward building a residency program.

- EPP PARTNER: Texas Tech University
- YEARS ENGAGED PARTNERSHIP: 10 years
- RESIDENTS PLACED EACH YEAR: On average, over 100 student teacher residents are placed across Lubbock ISD campuses

PRACTICES FOR SHARED GOVERNANCE

Lubbock ISD and the College of Education at Texas Tech University have well-established and long-standing shared governance process for the student teacher residency program including an MOU, placement meetings, continuous feedback loops of student teacher progress, and established processes for corrective actions. Lubbock ISD and Texas Tech meet quarterly to review student teacher progress and performance. Additional meetings are scheduled as needed by either party. Shared governance meetings include the following representatives:

Lubbock ISD

- Dr. Kath Rollo, Superintendent
- Misty Rieber, Chief Academic Officer
- Rick Rodriguez, Chief Operations Officer
- Beth Berridge, Executive Director of Leadership and Professional Development
- Max Flores, Executive Director of Human Resources

Texas Tech

- Donna Brasher, TechTeach Director
- Sherre Heider, Professional Development Facilitator

OTHER KEY FEATURES OF PARTNERSHIP

Lubbock ISD and the College of Education at Texas Tech partner on a number of additional projects that help inform the student teacher residency program. They include...

- Support for student growth modeling related to the Teacher Incentive Allotment;
- The Lubbock Education Policy Initiative, a Research Practice Partnership that assists Lubbock ISD in investigating policy and workforce data related to teaching and education.
- Principal Fellows program, a 15-month principal residency program funded through TEA grants that support building campus leadership pathways.
- Out-of-school STEM clubs that utilize TechTeac • h students who teach K-8 through traveling labs and other enrichment activities.

Statutory/Program Requirements (Cont.)

2. Description of goals for paid teacher residencies and strategic staffing models: After reviewing the Program Elements section beginning on page 7, describe you and your EPP partner's existing or proposed shared goal for teacher resident placement. How will paid teacher residencies support your broader talent strategy as a component of your overall strategic plan and goals?

Lubbock ISD's goal for paid student teacher residencies is to increase the recruitment and retention of high quality teaching candidates from our local EPP. Secondly, Lubbock ISD would like to recruit its paraprofessionals and other non-certified staff to assume teaching roles through existing Texas Tech programs such as 2+1 for non-degreed staff or through post-baccalaureate programs like RAIDER Teach. Through these mechanisms, Lubbock ISD aims to address its ongoing staffing needs throughout the district.

In addition, Lubbock ISD has a systemic concern in recruiting substitute teachers to high needs campuses, leaving these campuses scrambling to be fully staffed any given week. Through incentive pay, paid student teacher residents will help Lubbock ISD address this staffing need. In the proposed system Lubbock ISD will tier substitute teacher rates for paid student teacher residents, depending on budgetary allowances for SY 2023-2024.

- \$72.50 / day - standard rate for non-degreed, non-certified teacher
- \$70 / day - dedicated elementary campus substitute
- \$75 / day - elementary campus substitute as needed
- \$85 / day - dedicated secondary campus substitute
- \$95 / day - secondary campus substitute as needed
- \$105 / day - high needs campus substitute as needed

As described below, with 95 possible days for student teachers residency to substitute, their pay may range from \$6,650 to \$9,975 per year if student teacher residents take advantage of the high needs campus incentive and all available substitute days offered to them. In addition, Lubbock ISD would like to negotiate additional incentives for student teacher residents that could be provided by Texas Tech, such as tuition waivers or meal subsidies.

With more than 100 non-certified instructors currently in charge of classrooms across the district, Lubbock ISD critically motivated to find creative opportunities to recruit, develop, and retain certified teachers in our classrooms. Our goal is to recruit high quality teacher candidates from Texas Tech during their student teacher year and retain them once certified. As a classroom teacher in Lubbock ISD, they will be automatically eligible for data capture as part of the district's local designation system under the Teacher Incentive Allotment (TIA), providing an immediate opportunity to earn an additional \$3,000 to \$32,000 per year by the end of the second year of teaching. Under TIA, high need campuses also receive larger allotments from the state, providing another incentive to recruit new and/or highly effective teachers to those campuses.

The specific process for placing paid student teacher residents is facilitated by Texas Tech, as they work with more than one district on placing their TCLAS-funded student teacher residents. All prospective candidates meet with district representative, who provide an overview of their district and their responsibilities as a student teacher. This is followed by a teacher candidate survey, which ranks each teacher candidate's and whether or not they want to be considered for a paid position. Texas Tech filters these candidates and sends initial lists to the districts. Lubbock ISD has a week to review and/or interview any candidate it wishes, and finally provides a hire list to Texas Tech for all funded positions. Non-paid student teacher residents are placed as part of the annual shared governance process.

Statutory/Program Requirements (Cont.)

3. Commitment of local resources: Please review the Program Elements section on page 7 of the program guidelines. How will you, alongside your partner EPP, commit resources and time to 1) the year-long design process and 2) the implementation supports year? Be sure to provide information about the designation of a strategic staffing design lead, whose role will be co-funded by this grant opportunity. Provide a description of your plan to track and maintain evidence of that staff member's time and effort toward strategic staffing project management.

Lubbock ISD and Texas Tech will continue implementing the year-long student-teacher residency program as we have done for the last 10 years. However, due to the current staffing needs of Lubbock ISD and decreasing enrollment in TechTeach, both parties are also seeking innovative opportunities to improve future prospects.

Resident Logistics:

- The resident will begin substitute teaching after TTU expectations are met the first semester,
- The second semester the resident can begin substituting on day one assuming the student is in good standing, and there are no professional or instructional concerns.
- In the fall the substitute will substitute a minimum of 24 days from Thanksgiving to Christmas on any assigned campus.
- In the spring the resident will substitute for up to 51 days as well as 10 days in May up to possibly 75 days on any assigned campus, plus an additional 20 days during summer school.
- The resident will be allowed to substitute for other grades by core areas.

Resident Substitute Training:

- Residents will receive the substitute training provided for all substitute teachers of Lubbock ISD.
- Residents will receive training regarding building relationships and social media, as well as culturally responsive training.

Absences:

- The resident will follow campus and district protocol regarding absences. The candidate will make up any missed substitute teaching days at the end of the semester in which the absence(s) occurred.

Challenges:

- Any challenges, concerns or issues concerning the resident will be communicated to the Site Coordinator and administrator.
- A Professional Improvement Plan will be implemented and next steps determined.

Program staff indicated in this application are committed to meeting the time commitments for strategic staffing as outlines in the program guide. The Student Teacher Residency Program Coordinator will administer the program, working with the Chief Academic Officer and Executive Director of Leadership and Professional Development to meet Lubbock ISD's strategic staffing needs.

Lubbock ISD will designate a Student Teacher Residency Program Coordinator to manage and implement the student teacher residency program. Ideally, the person filling this position has extensive experience as a classroom teacher, student teacher mentor, and has worked for Lubbock ISD. The Student Teacher Residency Program Coordinator will report directly to the Executive Director of Leadership and Professional Development, who will track and oversee their time and effort towards strategic staffing, including the performance and evaluation measures noted above. In addition to these duties, the Student Teacher Residency Program Coordinator will also oversee paid student teacher residency mentor teachers to ensure paid student teacher residents are meeting program requirements and the ensure mentor teachers are providing appropriate guidance to student teachers. To document this process, the Student Teacher Residency Program Coordinator will provide weekly updates during scheduled meetings with the Executive Director of Leadership and Professional Development along with a monthly report detailing student teacher progress and mentor teacher observations and feedback. The Student Teacher Residency Program Coordinator will provide coaching to mentor teachers at the beginning of the school year, during the four scheduled Content Focus Sessions, and as needed where additional support is identified.

Statutory/Program Requirements (Cont.)

4. Commitment to shared communication: Describe how you will maintain strong communication throughout the design and implementation of the sustainable teacher residency program with your EPP partners and your technical assistance provider. How will you demonstrate evidence of communication and ongoing engagement with your partner and provider? For example: evidence of communication logs, shared meeting agendas, etc.

Lubbock ISD and the College of Education at Texas Tech have a long-established and consistent communication framework, both for the student teacher residency program and through other projects and programs. Both parties are currently engaged in the strategic staffing design sessions hosted by ESC 17 and anticipate continuing to do so throughout this program. As with Texas Tech, Lubbock ISD has a long-standing, strong professional relationship with ESC 17. The Student Teacher Residency Program Coordinator will ensure all stakeholders are part of consistent communication feedback loops to ensure the fidelity of the student teacher residency program. These efforts will include:

- Running notes for all scheduled meetings available to all parties, including shared agendas
- Monthly program updates sent to Lubbock ISD district leaders and TechTeach department leaders
- Quarterly updates at the Lubbock ISD / College of Education shared governance meeting regarding student teaching
- Annual presentation to the Lubbock ISD Board of Trustees during the summer interim

In addition, the Student Teacher Residency Program will work with other program staff to ensure consistent communication regarding project progress and grant compliance:

- Weekly 1:1 meetings with the Executive Director of Leadership and Professional Development
- As needed agenda items for relevant program updates during the weekly Academic Support Team (AST) meeting led by the Chief Academic Officer
- Quarterly budget and compliance updates with the Coordinator of Research and Innovation

5. Strategic staffing technical assistance: The program elements describe how teacher residencies will be made sustainable through strategic staffing models where residents support other instructional needs in the district, such as, for example, substitute teaching or para-professional responsibilities. How do you see the design and implementation of strategic staffing models with teacher residents as a way to support immediate instructional needs in your LEA? Additionally, please describe the rationale you share with your partner(s) for seeking technical assistance for the purpose of designing and implementing strategic staffing models.

Since 2020, Lubbock ISD has struggled to fill all substitute teaching positions on a daily basis. High needs campuses are especially difficult to schedule. Implementing a paid student teacher residency program will allow Lubbock ISD to fill much needed substitute staffing shortages while providing student teachers much needed experience managing a classroom. Additionally, it ensures that student teachers at Texas Tech are exposed to the highly diverse Lubbock ISD student population across our 45 campuses, rather than being siloed at so-called "safe" schools.

Additionally, substitute teaching is a creative method of providing higher quality instruction in the absence of a certified teacher. Most substitutes for Lubbock ISD do not have any formal training or experience as an educator outside of their role as a substitute. It would benefit Lubbock ISD students to receive instruction from student teachers who are able to receive feedback and support from Texas Tech and ultimately reduce any learning loss resulting from absent teachers.

Our partnership needs technical assistance as a more objective third party. Because Lubbock ISD and Texas Tech have been implementing a student teacher residency together for so long, it is difficult to change the trajectory of such a well-established program. We're hoping ESC 17 will be able to help us take a few steps back in order to consider alternative administrative structures and student teacher deployment strategies in order to find a more sustainable long-term solution to paid student teachers residency and teacher workforce pipelines. In particular, Lubbock ISD could use support in considering strategic budgeting strategies that might aid the sustainability of the paid student teacher residency program, such as considering tuition assistance or other such financial from Texas Tech as part of the student teacher resident pay structure.

Appendix I: Amendment Description and Purpose (leave this section blank when completing the initial application for funding)

An amendment must be submitted when the program plan or budget is altered for the reasons described in the "When to Amend the Application" document posted on the [Administering a Grant](#) page. The following are required to be submitted for an amendment: (1) Page 1 of the application with updated contact information and current authorized official's signature and date, (2) Appendix I with changes identified and described, (3) all updated sections of the application or budget affected by the changes identified below, and, if applicable, (4) Amended Budget Request. Amendment Instructions with more details can be found on the last tab of the budget template.

You may duplicate this page

Amended Section

Reason for Amendment