

Opportunity Culture

Teacher Residencies: Introduction



Why are Opportunity Culture Models an Ideal Structure for Teacher Residency?

Opportunity Culture models:

- Address typical challenges of student teaching
- Produce excellent results, according to research
- Help new teachers grow faster
- Create sustainable pay structures

Student Teaching: What's Working?

Dedication to Students and Some Success

- Student teachers want to help students and are eager to learn
- Some “cooperating teachers” help some student teachers a lot!

Student Teaching: What's Not Working?

Current student teaching model has many shortcomings

- **Not enough time** to nail it: part-time, part-year
- **Cooperating teachers** may not be strongest
- **Mismatched curricula** and teaching frameworks for providers and schools
- **Unpaid work** prevents entry by people needing an income—can lead to less diversity
- **Not enough exposure** for good hiring decisions

Alternative residency programs—great idea, but limited impact

- Very **expensive**
- Typically **grant-funded**, may be temporary
- Reach **small number** of entrants

Challenges Many Schools Face

Principal

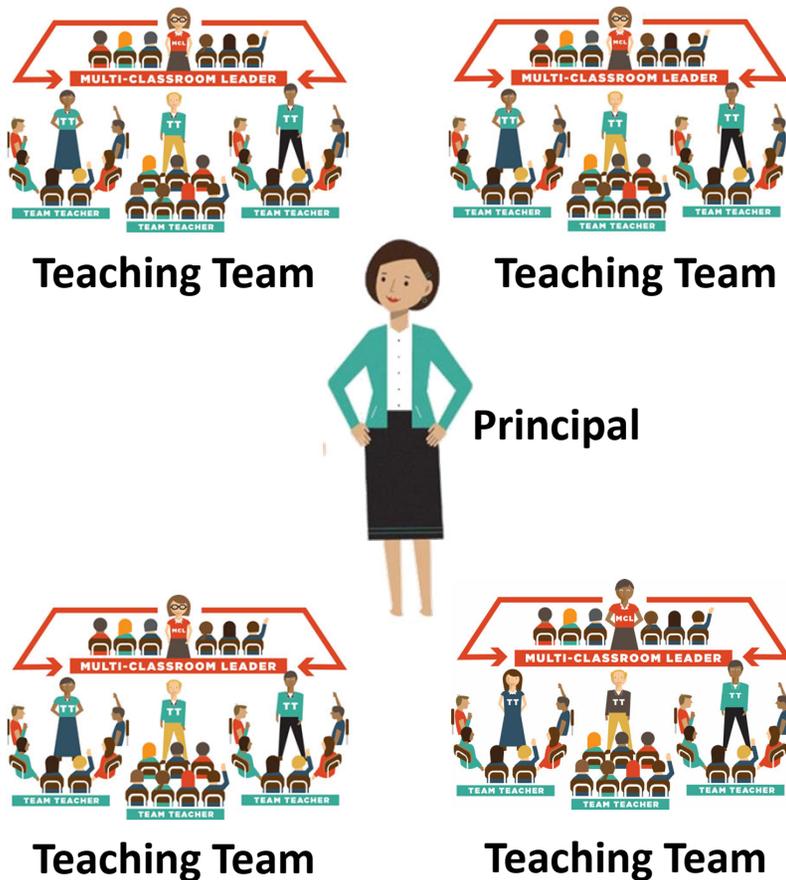


In many schools today:

- Teachers often **work alone** without enough support.
- Excellent teachers have **limited in-school options** to have greater impact.
- Students **lose excellent teachers** to district jobs and other careers that pay more.
- Too few students experience excellent teaching **consistently**.
- Students have **little access to small-group tutoring and teaching**.
- Principals are often **stretched** with too many teachers to guide and support.

How Opportunity Culture Models Help

Extending the reach of excellent teaching



When great teachers lead small teams:

- Students gain consistent access to **excellent teaching and small-group tutoring** through leadership and collaboration.
- Great **teachers advance** by moving up but not out of classroom and earn more.
- Teachers and aspiring teachers get **daily support** from great teacher-leaders, so they can keep improving, meeting needs of all students.
- Principals drive change through **distributed leadership**, saving time *and* improving instruction.

Opportunity Culture Principles

Teams of teachers and school leaders choose and tailor school models to:



1. **Reach more students** with excellent teachers and their teams.
2. **Pay teachers more** for extending their reach.
3. Fund pay within **regular budgets**.
4. Provide protected in-school time and clarity about how to use it for **planning, collaboration, and development**.
5. Match **authority and accountability** to each person's responsibilities.

The Cornerstone: Multi-Classroom Leader Role

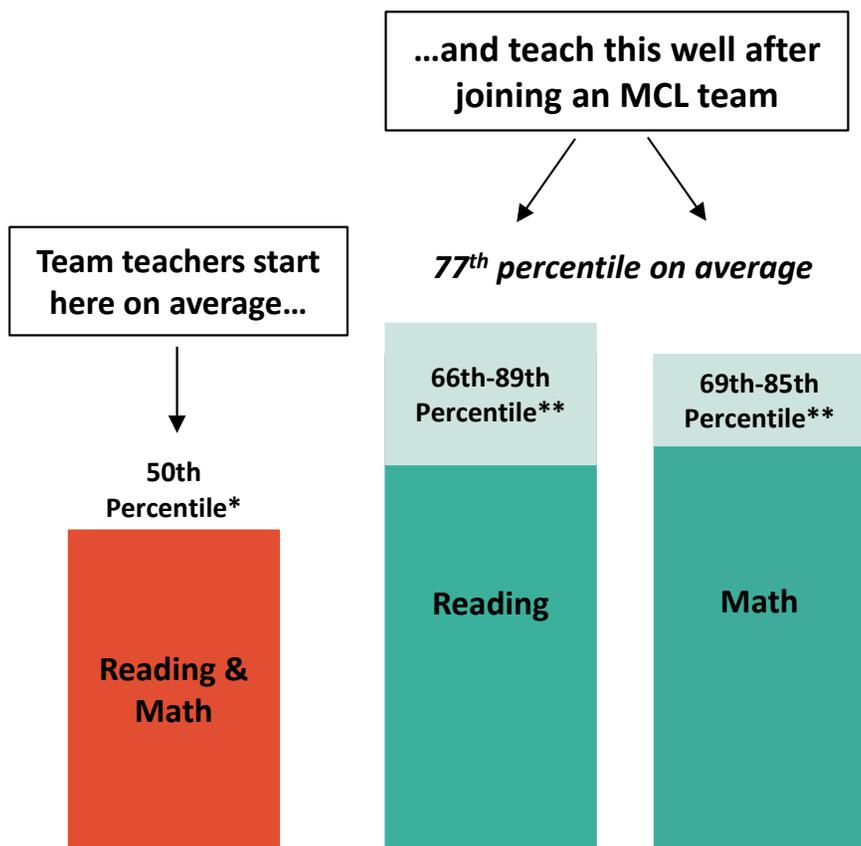
Proven educators in the Multi-Classroom Leader (MCL) role lead small teams of teachers, paraprofessionals, and teacher residents to serve students with excellence. They:

- **Ensure high-standards lessons** that are differentiation-ready, to meet all students' needs
- **Prepare the teaching team** to deliver lessons
- **Co-teach, model, and observe**
- **Give feedback and coach** the team and individuals
- **Meet weekly** or even daily with team
- **Advise principal** as part of school's instructional leadership team
- **Teach** part of the time



Strong Gains for MCL Teams

Research shows significant additional student learning, comparable to having top-quartile teachers teamwide



* Based on Backes & Hansen data.

** Range of statistically significant results across the two studies cited at right.

These gains equate to an extra half-year of learning for students each year, on average



Using the method suggested by Hanushek, E., et al., (2012) for translating effects to years.

Research from two studies compared Opportunity Culture (OC) and non-OC classrooms:

2018 Study: 15,000 students, 3 districts

Backes, B., & Hansen, M. (2018). *Reaching Further and Learning More?* CALDER Center.

2021 Study : 20,000 students, 1 district

Wiseman, A., Gottlieb, J., & Kirksey, J. (2021). *Program Evaluation of Public Impact's Opportunity Culture Model.* Texas Tech University.

Instructional Leadership & Excellence Framework

This *Instructional Leadership and Excellence Framework*, based on research and extensive input from successful MCLs, can be found on the [Opportunity Culture website](#), with many written and video resources.

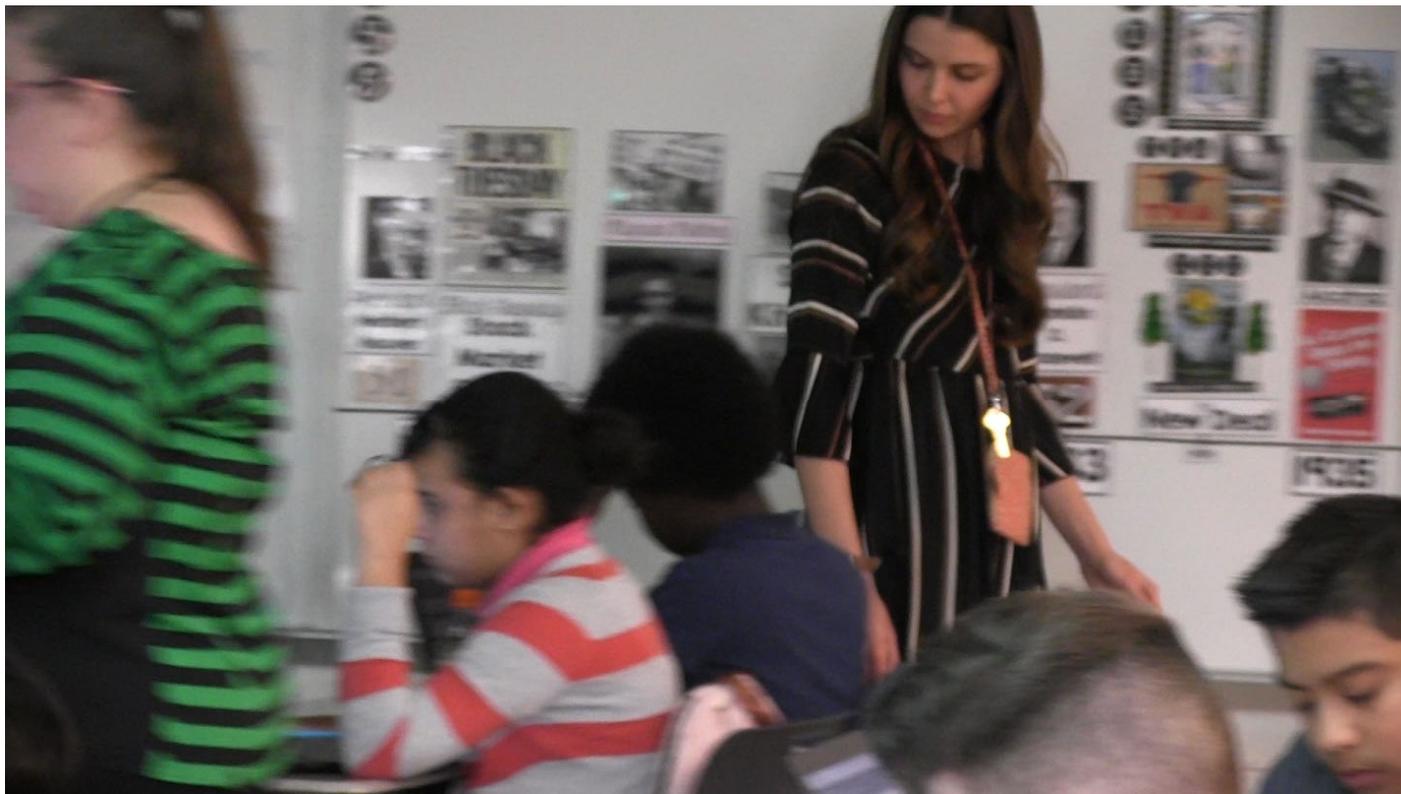
LEADING A TEAM	ACHIEVING INSTRUCTIONAL EXCELLENCE
<p>Leaders must connect with their team, set ambitious goals, and lead and develop the team together and individually to deliver instructional excellence. Leaders must plan, communicate, execute, and improve team actions.</p> <ul style="list-style-type: none"> ▼ Launch and Lead ▼ Build Team Cohesion ▼ Support and Develop Individuals ▼ Manage Yourself ▼ Lead Instructional Excellence 	<p>Instructional excellence is the heart of a great school. Achieving it requires planning ahead, delivering strong instruction, then improving throughout the year so that each student is motivated and supported for high-growth, joyful learning.</p> <ul style="list-style-type: none"> ▼ Plan Ahead and Raise Sights ▼ Connect ▼ Lead the Classroom ▼ Execute Rigor and Personalization ▼ Monitor Learning ▼ Adjust Instruction ▼ Share ▼ Improve

Slide 10

SBO

I'm not sure why this slide is here--I think I want to drop it but trying to figure out if there's a reason it was here that would prevent that
Sharon Barrett, 2023-07-17T21:17:09.536

Why Educators Love Residencies



Click [here](#) and [here](#) for videos about the benefits of Opportunity Culture teacher residencies.

Slide 11

SB0

Beverley--can you add a still from one of the videos here?

Sharon Barrett, 2023-07-17T19:54:09.465

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Note I dropped the videos originally on this slide--now just the Audriana and main resident video links

Sharon Barrett, 2023-07-17T19:54:34.618

SB1

Should we keep this here? Or is it better to open with the short Munoz video and then include the longer one here or at the end?

Sharon Barrett, 2023-07-17T21:18:55.456

Opportunity Culture Residency Goals

1. Ensure that all prospective and new teachers learn the elements of **instructional excellence**;
2. Attract an outstanding, diverse **pipeline of teacher candidates** and colleagues into the district; and
3. Provide the district's students with **strong learning experiences**, including with new teachers.

Opportunity Culture Residencies: Key Elements

Residencies within Multi-Classroom Leader teams solve problems of traditional student teaching by providing:

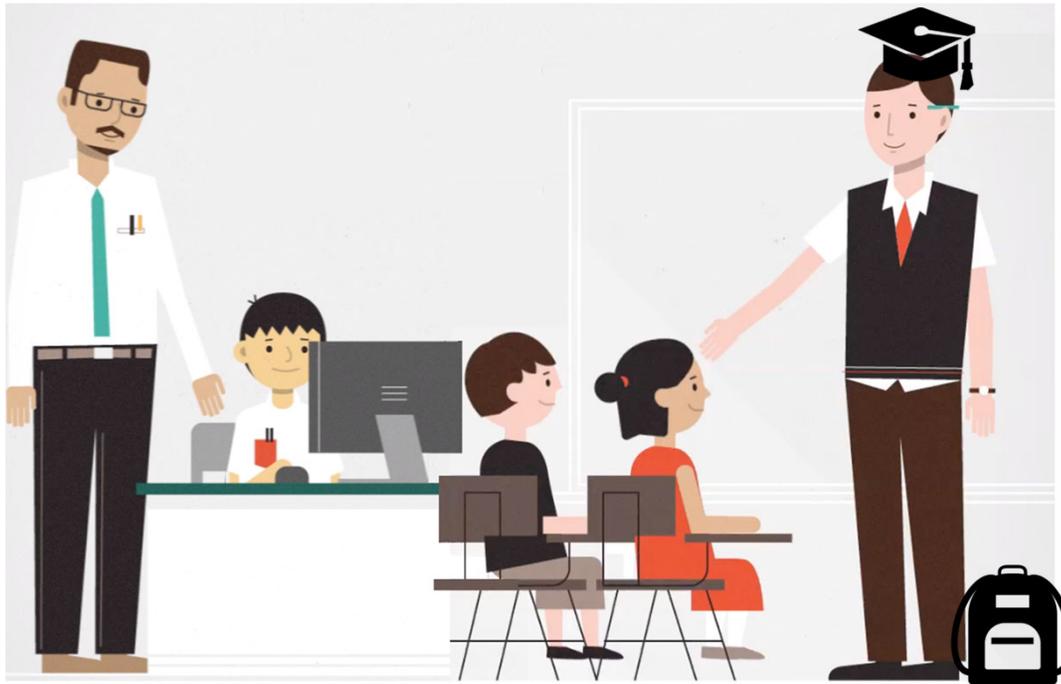
- **Full-time, full-year, full-pay*** and benefits
- **Learning from skilled** instructional teacher-leaders
- **Best instructional frameworks** eagerly adopted by accountable, successful MCLs
- **Pay within school budgets**—highly sustainable
- **Highly scalable:** Only limit is the number of MCLs
- **Increased access & diversity** due to pay/tuition relief
- **Learning results!** Including in high-poverty schools, ones with many novices and alternatively certified teachers



*Or tuition relief, or a combination, plus benefits.

Teacher Residents

Most Opportunity Culture residencies are embedded in the Opportunity Culture Reach Associate role, an advanced paraprofessional role supporting MCL teams. Residents getting their certification or master's may work in novice teacher roles, with the heavy guidance from MCLs that's typical for new teachers.



Residents receive MCL's intensive guidance and coaching as they learn to...

Tutor small groups

Analyze and use student data to plan and adapt lessons

Manage and teach whole classes using MCL's methods

Optional Residency for MCLs

MASTER OF INSTRUCTIONAL LEADERSHIP RESIDENCY

- Has bachelor's degree; obtaining a specialized master's degree and certification
- Full-year residency as an MCL in an Opportunity Culture school
- Focused on instructional leadership
- Teacher pay with MCL stipend (or equivalent tuition, or combo)

Options for Residency Pathways

- **Bachelor's Pathway:** Students earn a bachelor's degree and certification with 4 years of coursework that include a full-year, paid residency.
- **Bachelor's Pathway—Extended Program:** Students earn a bachelor's degree and certification with courses, work in schools for credit and pay before the residency, and have a full-year, paid residency. Completion times vary.
- **Bachelor's-Master's Pathway:** Students earn bachelor's and master's degrees and certification with 5 years of courses that include a full-year, paid residency.
- **Master's Pathway:** Students with bachelor's degrees obtain a master's degree and certification in about 14 months of courses with a full-year residency.
- **Certification Pathway:** Students with bachelor's degrees obtain certification in 12 months of courses that include a full-year, paid residency.

Essential Residency Design Elements

- Host school: Uses well-implemented Multi-Classroom Leadership roles
- Rigorous resident selection criteria and process—as for all Opportunity Culture teachers
- Clear host school requirements
- Clear educator prep provider requirements
- MCL acts as cooperating teacher of record

Public Impact can help districts and educator prep providers craft strong design in each of these areas

Sample Timeline for Design Steps

Step	Example Timing
Launch Multi-Classroom Leadership Teams in District's Opportunity Culture Schools	Years 1–3
Form Partnership Between District & Educator Preparation Provider	Year 2
Co-Design Residency & Courses	Year 3
Begin Teaching Residencies	Year 4
Evaluate & Improve All Implementation	End of Year 3 and Annually Afterward
Add Multi-School Leadership* & Principal Residencies	Years 4 and After
Scale Up Teaching Residencies	Years 5 and After

*For more on multi-school leadership, see [here](#)

Benefits: District

- **Stronger recruiting to meet multiple goals**
- **Better preparation and performance**
- **Increases teacher diversity**
- **Meets other HR goals, without adding costs**
- **Encourages schools to *want* MCL roles to get residents**

Benefits: Educator Prep Providers

- **Recruiting**
- **Increased diversity**
- **Stronger pipeline of those changing careers**
- **Higher measurable student growth**
- **Saves faculty time**

Benefits: Residents

- **Full salary and benefits**
- **On-the-job training by proven teachers**
- **Ready to teach well**
- **Exposure—the school can evaluate them for a permanent job, and they can evaluate whether the school is a good fit**

Benefits: MCLs

- **No vacancies on teaching team**
- **Residents who are eager to learn teaching on the job**
- **Chance to screen residents for hiring**
- **Potential for continuing education or master's credit**

How Public Impact Can Help

Public Impact, which designed and leads the national Opportunity Culture initiative, will:

- Lead design that achieves student outcomes
- Collaborate with educators
- Use a cost-effective, well-honed process
- Provide low-cost portal to ensure your long-term results

Working with Public Impact has “just been phenomenal—they are very driven and they’re very structured, and they keep us on our toes, but they’re also open and flexible enough to allow us to customize the program for our specific needs. I appreciate that the information and the strategies are all rooted in the research.”

—Dr. Anthony Jackson, Superintendent, Vance County Schools

What's Next?

When will you adopt paid, within-budget residencies to help achieve your goals?

Contact Public Impact for assistance to achieve the best student outcomes and teacher satisfaction:
opportunityculture.org/our-initiative/feedback/