First Regular Session Seventy-second General Assembly STATE OF COLORADO

ENGROSSED

This Version Includes All Amendments Adopted on Second Reading in the House of Introduction

LLS NO. 19-0434.02 Julie Pelegrin x2700

SENATE BILL 19-190

SENATE SPONSORSHIP

Todd and Rankin,

HOUSE SPONSORSHIP

McLachlan and Wilson,

Senate Committees

House Committees

Education Appropriations

101102

103104

A BILL FOR AN ACT
CONCERNING MEASURES TO INCREASE THE NUMBER OF INDIVIDUALS
WHO ARE WELL-PREPARED TO TEACH IN PUBLIC SCHOOLS, AND,
IN CONNECTION THEREWITH, CREATING THE "GROWING GREAT
TEACHERS ACT" AND MAKING AN APPROPRIATION.

Bill Summary

(Note: This summary applies to this bill as introduced and does not reflect any amendments that may be subsequently adopted. If this bill passes third reading in the house of introduction, a bill summary that applies to the reengrossed version of this bill will be available at http://leg.colorado.gov.)

The bill allows an institution of higher education (institution) to enter into a fee-for-service contract with the department of higher education (department) for the delivery of an approved educator preparation program or an alternative teacher program (preparation program) as a specialty program if the preparation program meets the requirements specified in the bill, including strong partnerships with school districts, boards of cooperative services that operate public schools, and charter schools (local education providers); a full-year of classroom residency co-teaching alongside a mentor teacher; and financial support for teacher candidates during the year of classroom residency.

A partnership may include one or more institutions and one or more local education providers. Through a partnership, the institution and local education providers may identify teaching schools to provide clinical practice opportunities, induction programs for program graduates, professional development for mid-career and veteran teachers, and work exchange opportunities for program faculty and teachers employed by the local education providers.

The bill specifies that the full year of classroom residency must ensure that the teacher candidate is mentored by a highly effective veteran teacher who holds a master certificate from the department of education. A preparation program may provide training for mentor teachers, and a mentor teacher who completes the training and at least one year as a mentor teacher may apply to the department of education for a mentor teacher license endorsement. For a school year in which a mentor teacher mentors a teacher candidate, the preparation program and the local education provider must jointly provide a stipend to the mentor teacher of at least \$2,000. A mentor teacher may count service as a mentor teacher as professional development for purposes of renewing the teacher's license and master certificate. The bill provides that, during the year of classroom residency, the preparation program in which a teacher candidate is enrolled must pay the teacher candidate a stipend of at least \$15,000.

The bill creates the classroom residency design grant program (grant program) to provide grants to preparation programs and local education providers that together design a classroom residency program. The preparation program and local education provider must also work with an established teacher residency program in designing the new classroom residency program. The department administers the grant program, and the Colorado commission on higher education (commission) awards the grants.

The bill requires the department to prepare an annual report concerning the opportunities for clinical practice, induction program support, and other professional development provided by preparation programs. The department must submit the report to the commission, the department of education, the state board of education, and the education committees of the general assembly. The department must also post the report on its website.

-2-

The bill relocates with nonsubstantive changes the existing collaborative educator preparation grant program and the "Rural Colorado Grow Your Own Educator Act", which provides grants for teaching fellowship programs.

The bill directs the department of education to collaborate with the department of higher education to create a mentor teacher endorsement for teachers who hold master certificates and provide mentoring and oversight for teacher candidates.

1	Be it enacted by the General Assembly of the State of Colorado:
2	SECTION 1. In Colorado Revised Statutes, add with amended
3	and relocated provisions article 78 to title 23 as follows:
4	ARTICLE 78
5	Teacher Preparation Programs
6	PART 1
7	GENERAL PROVISIONS
8	23-78-101. Short title. The short title of this article 78 is
9	THE "GROWING GREAT TEACHERS ACT".
10	23-78-102. Legislative declaration. (1) The General Assembly
11	FINDS THAT:
12	(a) High-quality teaching is the linchpin for effective,
13	HIGH-QUALITY EDUCATION IN THE SCHOOLS OF THE STATE. TO BE AN
14	EXCELLENT, EFFECTIVE EDUCATOR, AN INDIVIDUAL MUST RECEIVE
15	COMPREHENSIVE, RIGOROUS, AND EFFECTIVE TRAINING IN THE ART AND
16	SCIENCE OF TEACHING AND IN THE SKILLS AND SUBJECTS THAT THE
17	<u>INDIVIDUAL WILL TEACH.</u>
18	(b) Local education providers who hire teachers who have
19	NOT COMPLETED AN ADEQUATE PREPARATION PROGRAM, INCLUDING
20	HIGH-QUALITY CLINICAL PRACTICE, ARE LIKELY TO EXPERIENCE A HIGH
21	TURNOVER RATE BECAUSE NEW TEACHERS WHO ARE NOT WELL TRAINED

-3-

1	LEAVE THE PROFESSION IN THEIR FIRST YEAR OF TEACHING AT MORE THAN
2	TWICE THE RATE OF THOSE WHO HAVE HAD CLINICAL PRACTICE AND
3	RIGOROUS PREPARATION;
4	(c) STUDENT ACHIEVEMENT IS LIKELY TO SUFFER WHEN TEACHERS
5	ARE NOT WELL PREPARED FOR THE CHALLENGES OF THE CLASSROOM AND
6	WHEN TEACHERS DO NOT REMAIN ON THE JOB FOR MORE THAN ONE OR
7	TWO YEARS. IN ADDITION, SCHOOLS WITH HIGH TEACHER TURNOVER
8	RATES STRUGGLE TO MAKE LONG-TERM IMPROVEMENT.
9	(d) Research suggests that an effective teacher
10	PREPARATION PROGRAM SHOULD INCLUDE OPPORTUNITIES FOR TEACHER
11	CANDIDATES TO SPEND TIME IN THE CLASSROOM BEGINNING IN THE FIRST
12	YEAR OF THE PROGRAM AND CONTINUING AND INCREASING THROUGHOUT
13	THE PROGRAM, CULMINATING IN A FULL YEAR OF CLINICAL PRACTICE
14	USING A CLASSROOM RESIDENCY MODEL IN THE FINAL YEAR OF THE
15	PROGRAM; AND
16	(e) TO BE EFFECTIVE, CLINICAL PRACTICE MUST BE DIRECTED AND
17	MENTORED BY AN EXPERIENCED, HIGH-QUALITY MASTER TEACHER WHO
18	DEVOTES SIGNIFICANT TIME TO WORKING WITH THE TEACHER CANDIDATE.
19	THESE MASTER TEACHERS SHOULD RECEIVE TRAINING FOR THE ROLE OF
20	MENTOR TEACHER THAT RESULTS IN A LICENSE ENDORSEMENT AS WELL AS
21	MEANINGFUL COMPENSATION FOR THE TIME SPENT WORKING WITH A
22	TEACHER CANDIDATE AND SUFFICIENT TIME WITHIN THE DAILY WORK
23	SCHEDULE TO SPEND WITH THE TEACHER CANDIDATE.
24	(2) The General assembly finds, therefore, that it is
25	APPROPRIATE TO DIRECT THE DEPARTMENT OF EDUCATION AND THE
26	DEPARTMENT OF HIGHER EDUCATION TO COLLABORATE WITH LOCAL
27	EDITICATION DE OVIDERS A DEPOVED EDITICATOR DE DA RATION DE OCE AMS

-4- 190

1	ALTERNATIVE TEACHER PROGRAMS, AND OTHER INTERESTED PARTIES TO
2	<u>IDENTIFY BEST PRACTICES IN PROVIDING COMPREHENSIVE, RIGOROUS, AND</u>
3	EFFECTIVE TEACHER PREPARATION AND GUIDELINES FOR IMPLEMENTING
4	THESE BEST PRACTICES. THE GENERAL ASSEMBLY FURTHER FINDS THAT IT
5	IS IN THE BEST INTERESTS OF THE STATE TO ESTABLISH A GRANT PROGRAM
6	TO PROVIDE FUNDING FOR TRAINING AND REIMBURSEMENTS FOR MENTOR
7	TEACHERS WHO PROVIDE GUIDANCE AND OVERSIGHT FOR TEACHER
8	CANDIDATES WHILE THEY PARTICIPATE IN CLINICAL PRACTICE.
9	23-78-103. Definitions. As used in this part 1, unless the
10	CONTEXT OTHERWISE REQUIRES:
11	(1) "ALTERNATIVE TEACHER PROGRAM" HAS THE SAME MEANING
12	AS PROVIDED IN SECTION 22-60.5-102.
13	(2) "APPROVED EDUCATOR PREPARATION PROGRAM" MEANS AN
14	EDUCATOR PREPARATION PROGRAM FOR TEACHERS THAT THE COMMISSION
15	ON HIGHER EDUCATION HAS REVIEWED PURSUANT TO SECTION 23-1-121
16	AND DETERMINED MEETS THE PERFORMANCE-BASED STANDARDS
17	ESTABLISHED BY THE COMMISSION PURSUANT TO SECTION 23-1-121 AND
18	THE REQUIREMENTS OF SECTION 23-1-108.
19	(3) "CLINICAL PRACTICE" MEANS PRACTICAL, FIELD-BASED
20	EXPERIENCE THAT A TEACHER CANDIDATE GAINS THROUGH WORKING IN
21	A CLASSROOM UNDER THE DIRECT SUPERVISION OF A MENTOR TEACHER.
22	(4) "COMMISSION" MEANS THE COLORADO COMMISSION ON
23	HIGHER EDUCATION ESTABLISHED IN SECTION 23-1-102.
24	(5) "EDUCATOR PREPARATION PROGRAM" OR "PROGRAM" MEANS
25	AN ALTERNATIVE TEACHER PROGRAM OR AN APPROVED EDUCATOR
26	PREPARATION PROGRAM.
27	(6) "Institution of higher education" or "institution"

-5- 190

1	MEANS A PUBLIC, PRIVATE, OR PROPRIETARY POSTSECONDARY
2	INSTITUTION AUTHORIZED BY THE COMMISSION ON HIGHER EDUCATION TO
3	OFFER EDUCATOR PREPARATION PROGRAMS.
4	(7) "LOCAL EDUCATION PROVIDER" MEANS A SCHOOL DISTRICT
5	ORGANIZED PURSUANT TO ARTICLE 30 OF TITLE 22; A BOARD OF
6	COOPERATIVE SERVICES, CREATED PURSUANT TO ARTICLE 5 OF TITLE 22,
7	THAT OPERATES A PUBLIC SCHOOL; OR A CHARTER SCHOOL THAT IS
8	AUTHORIZED BY A SCHOOL DISTRICT PURSUANT TO PART 1 OF ARTICLE 30.5
9	OF TITLE 22 OR BY THE STATE CHARTER SCHOOL INSTITUTE PURSUANT TO
10	PART 5 OF ARTICLE 30.5 OF TITLE 22.
11	(8) "MASTER CERTIFICATE" MEANS THE CERTIFICATE ISSUED BY
12	THE DEPARTMENT OF EDUCATION PURSUANT TO SECTION 22-60.5-202 AND
13	THE IMPLEMENTING RULES OF THE STATE BOARD OF EDUCATION, WHICH
14	RECOGNIZES PROFESSIONAL TEACHER LICENSEES WHO ARE INVOLVED IN
15	ONGOING PROFESSIONAL DEVELOPMENT AND TRAINING AND WHO HAVE
16	ADVANCED COMPETENCIES OR EXPERTISE OR WHO HAVE DEMONSTRATED
17	OUTSTANDING ACHIEVEMENTS.
18	(9) "NATIONAL-BOARD CERTIFIED" MEANS THAT A TEACHER HOLDS
19	A CERTIFICATION FROM THE NATIONAL BOARD FOR PROFESSIONAL
20	TEACHING STANDARDS.
21	(10) "STATE BOARD" MEANS THE STATE BOARD OF EDUCATION
22	CREATED IN SECTION 1 OF ARTICLE IX OF THE STATE CONSTITUTION.
23	(11) "TEACHER CANDIDATE" MEANS A PERSON WHO IS ENROLLED
24	IN AN EDUCATOR PREPARATION PROGRAM FOR TEACHING.
25	23-78-104. Educator preparation program - best practices -
26	guidelines - report. (1) The department of higher education and
27	THE DEDARTMENT OF EDUCATION IN COLUMN A RODATION WITH THE DEANS OF

-6- 190

2	EDUCATION, OR THEIR DESIGNEES, SHALL REVIEW RESEARCH AND
3	PRACTICES FROM OTHER STATES AND OTHER COUNTRIES TO IDENTIFY BEST
4	PRACTICES IN PROVIDING EDUCATOR PREPARATION PROGRAMS, INCLUDING
5	EFFECTIVE CURRICULA, TEACHING TEACHER CANDIDATES THE SCIENCE OF
6	TEACHING READING AND STRATEGIES TO ENSURE ALL STUDENTS LEARN TO
7	READ, COURSE SCOPE AND SEQUENCE, AND TIMING OF AND EFFECTIVE
8	PRACTICES IN PROVIDING CLINICAL PRACTICE. THE DEPARTMENTS AND
9	DEANS, OR THEIR DESIGNEES, SHALL WORK WITH PERSONS WHO
10	IMPLEMENT ALTERNATIVE TEACHER PROGRAMS, LOCAL EDUCATION
11	PROVIDERS, TEACHERS, AND OTHER INTERESTED PARTIES IN IDENTIFYING
12	THE BEST PRACTICES. NO LATER THAN JANUARY 1, 2020, THE
13	DEPARTMENTS SHALL JOINTLY ADOPT GUIDELINES TO ASSIST EDUCATOR
14	PREPARATION PROGRAMS IN ADOPTING AND IMPLEMENTING THE BEST
15	PRACTICES, INCLUDING BEST PRACTICES TO ENSURE THAT TEACHER
16	CANDIDATES ARE WELL-TRAINED TO TEACH STUDENTS TO READ.
17	(2) The department of higher education and the
18	DEPARTMENT OF EDUCATION SHALL JOINTLY PREPARE A REPORT
19	CONCERNING THE IDENTIFIED BEST PRACTICES, THE ADOPTED GUIDELINES,
20	AND REGULATORY AND LEGISLATIVE RECOMMENDATIONS TO ENSURE
21	THAT THE POLICIES AND CRITERIA FOR REVIEWING AND APPROVING
22	EDUCATOR PREPARATION PROGRAMS PURSUANT TO SECTIONS 22-2-109(5)
23	AND 23-1-121 ALIGN WITH THE IDENTIFIED BEST PRACTICES AND ARE
24	DESIGNED TO DETERMINE THE DEGREE TO WHICH EDUCATOR PREPARATION
25	PROGRAMS ARE IMPLEMENTING THE BEST PRACTICES. ON OR BEFORE
26	JANUARY 15, 2020, THE DEPARTMENTS SHALL SUBMIT THE REPORT TO THE
27	COMMISSION, THE STATE BOARD, AND THE EDUCATION COMMITTEES OF

THE SCHOOLS OF EDUCATION IN COLORADO INSTITUTIONS OF HIGHER

1

-7-

1	THE HOUSE OF REPRESENTATIVES AND THE SENATE, OR ANY SUCCESSOR
2	COMMITTEES. TO THE EXTENT NECESSARY, THE COMMISSION SHALL
3	AMEND ITS GUIDELINES AND THE STATE BOARD SHALL AMEND ITS RULES
4	TO ALIGN WITH THE BEST PRACTICES.
5	(3) On or before March 1, 2020, Each Educator Preparation
6	PROGRAM SHALL SUBMIT TO THE DEPARTMENT OF HIGHER EDUCATION AND
7	THE DEPARTMENT OF EDUCATION A PLAN DEMONSTRATING HOW THE
8	EDUCATOR PREPARATION PROGRAM EXPECTS TO PHASE IN
9	IMPLEMENTATION OF THE IDENTIFIED BEST PRACTICES OVER THE
10	FOLLOWING THREE ACADEMIC YEARS.
11	23-78-105. Teacher mentor grant program - created -
12	standards - report. (1) There is created in the department of
13	HIGHER EDUCATION THE TEACHER MENTOR GRANT PROGRAM TO PROVIDE
14	MONEY TO PARTNERING LOCAL EDUCATION PROVIDERS AND EDUCATOR
15	PREPARATION PROGRAMS TO PROVIDE TRAINING AND STIPENDS FOR
16	TEACHERS WHO SERVE AS MENTORS FOR TEACHER CANDIDATES
17	PARTICIPATING IN CLINICAL PRACTICE. SUBJECT TO AVAILABLE
18	APPROPRIATIONS AND QUALIFYING APPLICATIONS, THE DEPARTMENT OF
19	HIGHER EDUCATION SHALL AWARD GRANTS BEGINNING IN THE 2019-20
20	BUDGET YEAR. THE DEPARTMENT SHALL ESTABLISH THE DURATION OF
21	EACH GRANT AS A PERIOD OF UP TO THREE BUDGET YEARS, SUBJECT TO
22	ANNUAL REVIEW AND RENEWAL.
23	(2) A PARTNERSHIP CONSISTING OF AT LEAST ONE LOCAL
24	EDUCATION PROVIDER AND AT LEAST ONE EDUCATOR PREPARATION
25	PROGRAM MAY SUBMIT AN APPLICATION FOR A GRANT TO THE
26	DEPARTMENT OF HIGHER EDUCATION IN ACCORDANCE WITH GUIDELINES
27	ADOPTED BY THE DEPARTMENT THE DEPARTMENT SHALL ESTABLISH THE

-8-

1	APPLICATION REQUIREMENTS, WHICH MUST INCLUDE A PLAN BY WHICH
2	THE APPLICANT INTENDS TO SUSTAIN THE TEACHER MENTOR PROGRAM
3	AFTER THE GRANT PERIOD ENDS. IN SELECTING GRANT RECIPIENTS, THE
4	DEPARTMENT SHALL ENSURE, TO THE EXTENT PRACTICABLE, THAT THE
5	GRANT RECIPIENTS INCLUDE APPLICANTS OF VARYING SIZE FROM RURAL,
6	URBAN, AND SUBURBAN AREAS ACROSS THE STATE. THE DEPARTMENT
7	MAY AWARD GRANTS ONLY TO THOSE APPLICANTS THAT COMMIT TO
8	IMPLEMENTING A TEACHER MENTOR PROGRAM THAT:
9	(a) RECRUITS ONLY TEACHERS WHO HAVE AT LEAST THREE YEARS
10	OF EXPERIENCE TEACHING AND, TO THE EXTENT PRACTICABLE:
11	(I) Are rated effective or higher through a licensed
12	PERSONNEL PERFORMANCE EVALUATION SYSTEM PURSUANT TO ARTICLE
13	9 OF TITLE 22; AND
14	(II) HOLD A MASTER CERTIFICATE OR ARE NATIONAL-BOARD
15	<u>CERTIFIED;</u>
16	(b) Provides training in mentoring best practices, as
17	IDENTIFIED PURSUANT TO SUBSECTION (3) OF THIS SECTION, FOR ALL
18	TEACHERS WHO ARE RECRUITED TO SERVE AS MENTOR TEACHERS;
19	(c) Ensures that the employing local education provider
20	PROVIDES TIME WITHIN THE MENTOR TEACHER'S SCHEDULE TO PROVIDE
21	OVERSIGHT AND SUPPORT FOR THE TEACHER CANDIDATE;
22	(d) Pays each mentor teacher a stipend of at least two
23	THOUSAND DOLLARS PER SCHOOL YEAR OR AT LEAST TWO THOUSAND FIVE
24	HUNDRED DOLLARS PER SCHOOL YEAR IF THE MENTOR TEACHER HOLDS A
25	MASTER CERTIFICATE OR IS NATIONAL-BOARD CERTIFIED;
26	(e) IN ADDITION TO MENTORING TEACHER CANDIDATES, PROVIDES
27	MENTORING FOR NEWLY EMPLOYED TEACHERS THROUGH AN INDUCTION

-9-

1	PROGRAM FOR AT LEAST TWO SCHOOL YEARS AFTER EMPLOYMENT, AND
2	(f) COLLECTS AND PROVIDES TO THE DEPARTMENT OF HIGHER
3	EDUCATION NONIDENTIFYING DATA CONCERNING TEACHER EFFECTIVENESS
4	RATINGS, RETENTION, AND OTHER JOB-SATISFACTION AND SUCCESS
5	MEASURES, AS DESCRIBED BY THE DEPARTMENT, FOR TEACHERS WHO
6	RECEIVE MENTORING THROUGH THE TEACHER MENTOR PROGRAM.
7	(3) THE DEPARTMENT OF HIGHER EDUCATION AND THE
8	DEPARTMENT OF EDUCATION, IN COLLABORATION, SHALL WORK WITH THE
9	DEANS OF THE SCHOOLS OF EDUCATION IN COLORADO INSTITUTIONS OF
10	HIGHER EDUCATION, OR THEIR DESIGNEES, PERSONS WHO IMPLEMENT
11	ALTERNATIVE TEACHER PROGRAMS, LOCAL EDUCATION PROVIDERS,
12	TEACHERS, AND OTHER INTERESTED PARTIES TO IDENTIFY BEST PRACTICE
13	STANDARDS AND GUIDELINES FOR TEACHER MENTORING. THE
14	DEPARTMENT OF HIGHER EDUCATION SHALL ADOPT THE STANDARDS AND
15	GUIDELINES AND MAKE THEM AVAILABLE TO LOCAL EDUCATION
16	PROVIDERS AND EDUCATOR PREPARATION PROGRAMS BY JANUARY 1,
17	2020, AND SHALL REVIEW AND UPDATE THE STANDARDS AS NECESSARY.
18	A TEACHER RESIDENCY PROGRAM THAT IS OPERATING PURSUANT TO
19	ARTICLE 60.3 OF TITLE 22, A TEACHING FELLOWSHIP PROGRAM THAT IS
20	OPERATING PURSUANT TO PART 3 OF THIS ARTICLE 78, OR A GROW YOUR
21	OWN EDUCATOR PROGRAM THAT IS OPERATING PURSUANT TO SECTION
22	22-60.5-208.5 AND THAT PROVIDES MENTORING FOR TEACHER
23	CANDIDATES THAT MEETS THE STANDARDS ADOPTED PURSUANT TO THIS
24	SUBSECTION (3) MAY APPLY TO RECEIVE A GRANT THROUGH THE TEACHER
25	MENTOR GRANT PROGRAM, SUBJECT TO THE REQUIREMENTS SPECIFIED IN
26	THIS SECTION.
27	(4) (a) BEGINNING IN THE 2020-21 BUDGET YEAR THE

-10-

1	DEPARTMENT OF HIGHER EDUCATION SHALL ANNUALLY PREPARE A REPORT
2	CONCERNING THE IMPLEMENTATION OF THE TEACHER MENTOR GRANT
3	PROGRAM. THE REPORT MUST INCLUDE:
4	(I) THE NUMBER, AMOUNT, AND DURATION OF THE GRANTS
5	AWARDED AND THE NAMES OF EDUCATOR PREPARATION PROGRAMS AND
6	LOCAL EDUCATION PROVIDERS PARTICIPATING IN THE GRANT RECIPIENT
7	<u>PARTNERSHIPS;</u>
8	(II) A SUMMARY OF THE INFORMATION RECEIVED FROM GRANT
9	RECIPIENTS PURSUANT TO SUBSECTION (2)(f) OF THIS SECTION; AND
10	(III) ANY REGULATORY OR LEGISLATIVE RECOMMENDATIONS FOR
11	IMPROVING THE IMPLEMENTATION OF TEACHER MENTOR PROGRAMS
12	ACROSS THE STATE.
13	(b) Notwithstanding the provisions of section 24-1-136
14	(11)(a)(I), on or before January 15, 2021, and on or before January
15	15 EACH YEAR THEREAFTER, THE DEPARTMENT OF HIGHER EDUCATION
16	SHALL SUBMIT THE REPORT TO THE COMMISSION, THE DEPARTMENT OF
17	EDUCATION, THE STATE BOARD, AND THE EDUCATION COMMITTEES OF THE
18	HOUSE OF REPRESENTATIVES AND THE SENATE, OR ANY SUCCESSOR
19	<u>COMMITTEES.</u>
20	(5) The General assembly shall annually appropriate
21	MONEY TO THE DEPARTMENT OF HIGHER EDUCATION FOR THE PURPOSES
22	OF THIS SECTION. THE DEPARTMENT MAY USE UP TO ONE PERCENT OF THE
23	AMOUNT ANNUALLY APPROPRIATED TO PAY THE DIRECT ADMINISTRATIVE
24	COSTS INCURRED IN IMPLEMENTING THE TEACHER MENTOR GRANT
25	PROGRAM.
26	PART 2
27	COLLABORATIVE EDUCATOR PREPARATION

-11-

1	<u>GRANT PROGRAM</u>
2	23-78-201. [Formerly 23-1-120.9 (1)] Legislative declaration.
3	The general assembly finds that, after studying the teacher shortage issue
4	in Colorado, the department of higher education and the department of
5	education concluded that one strategy for addressing the issue is to
6	promote collaboration among educator preparation programs, alternative
7	teacher programs, school districts, boards of cooperative services, and
8	public schools to facilitate more effective preparation, placement, and
9	retention of educators. The general assembly finds, therefore, that it is
10	appropriate to create a grant program to support educator preparation
11	partnerships involving educator preparation programs, alternative teacher
12	programs, school districts, boards of cooperative services, and public
13	schools to provide targeted educator preparation initiatives that improve
14	the quality and applicability of educator preparation and the intentional
15	placement of newly trained educators with school districts and public
16	schools.
17	23-78-202. [Formerly 23-1-120.9 (2)] Definitions. (2) As used
18	in this section PART 2, unless the context otherwise requires:
19	(a) (1) "Board of cooperative services" means a board of
20	cooperative services created and existing pursuant to article 5 of title 22
21	(b) (2) "Educator preparation program" means an approved
22	educator preparation program as defined in section 23-1-121 or an
23	alternative teacher program as defined in section 22-60.5-102.
24	(c) (3) "Local education provider" means a school district, board
25	of cooperative services, or public school.
26	(d) (4) "Public school" means a school that derives its support, in
27	whole or in part, from money raised by a general state or school district

-12-

1	tax and includes a school of a school district, a public school operated by
2	a board of cooperative services, and an institute charter school authorized
3	by the state charter school institute pursuant to part 5 of article 30.5 of
4	<u>title 22.</u>
5	(e) (5) "School district" means a school district organized and
6	existing pursuant to law but does not include a local college district.
7	23-78-203. Collaborative educator preparation grant program
8	- created - reporting. (1) [Formerly 23-1-120.9 (3)] There is created in
9	the department the collaborative educator preparation grant program to
10	support development and implementation of targeted educator preparation
11	initiatives by partnerships of educator preparation programs and local
12	education providers to prepare educators specifically for employment by
13	the partnering local education providers. Subject to available
14	appropriations, the department shall award grants to partnerships of local
15	education providers and educator preparation programs to fund educator
16	preparation initiatives developed as provided in subsection (4)
17	SUBSECTION (2) of this section.
18	(2) [Formerly 23-1-120.9 (4)] Beginning in August of 2018, the
19	department, working with the rural education coordinator established
20	pursuant to section 23-76-103, shall convene meetings between local
21	education providers and educator preparation programs to assist them in
22	developing joint, targeted educator preparation initiatives to submit for
23	grant funding. The department may contract with one or more other
24	entities to assist local education providers and educator preparation
25	programs in developing initiatives. An educator preparation initiative may
26	include but need not be limited to the following strategies:
27	(a) Teacher residency programs developed and operated jointly by

-13-

1	an educator preparation program and a partnering local education
2	provider;
3	(b) Programs to provide educator preparation for
4	paraprofessionals already employed by the partnering local education
5	provider or for students enrolled by or graduating from the partnering
6	local education provider;
7	(c) Programs to support educator preparation specifically for local
8	education providers in rural areas of the state;
9	(d) The use of technology to support long-distance supervision
10	and support for educator candidates and newly licensed educators;
11	(e) Creation of a dual licensure preparation program to prepare an
12	individual to meet multiple needs of a partnering local education
13	provider; and
14	(f) Other activities or initiatives to align educator preparation
15	programs and activities with the specific needs of the partnering local
16	education providers.
17	(3) [Formerly 23-1-120.9 (5)] The department shall review the
18	grant initiatives submitted by partnering educator preparation programs
19	and local education providers, and developed as provided in subsection
20	(4) SUBSECTION (2) of this section, and, subject to available
21	appropriations, award one-time grants to the partnering educator
22	preparation programs and local education providers. In awarding grants,
23	the department shall consider the quality of the initiative, the level of
24	difficulty demonstrated by the local education provider in attracting and
25	retaining educators, the likelihood that the initiative will assist the local
26	education provider in attracting and retaining educators to address
27	particular educator shortages, the likelihood that the initiative will

-14-

1	contribute to better student outcomes, and the provisions included for
2	continuing the initiative after the grant money is no longer available.
3	(4) [Formerly 23-1-120.9 (6)] (a) Each partnership that receives
4	a grant shall submit a report to the department concerning implementation
5	of the grant initiative, which must include at a minimum:
6	(I) A description of the strategies implemented using the grant
7	money;
8	(II) The number of educator candidates and newly licensed
9	educators served; and
10	(III) An evaluation of the success of the strategies in improving
11	the quality of preparation, meeting the needs of the partnering local
12	education provider, and improving the retention of educators by the
13	partnering local education provider, to the extent such information is
14	available.
15	(b) On or before November 1, 2020, the department shall prepare
16	and submit to the joint budget committee and the education committees
17	of the house of representatives and the senate, or any successor
18	committees, a report concerning the implementation of the collaborative
19	educator preparation grant program. The report must include a summary
20	of the information received from grant recipients pursuant to subsection
21	(6)(a) SUBSECTION (4)(a) of this section and an evaluation of the effect of
22	the grant program in increasing educator quality and educator retention
23	and in reducing the educator shortage in the state.
24	(5) [Formerly 23-1-120.9 (7)] The general assembly shall
25	appropriate money for the 2018-19 fiscal year to implement this section.
26	Any unexpended and unencumbered money from the appropriation made
27	for the purposes of this section remains available for expenditure by the

-15-

I	department for the purposes of this section in the 2019-20 fiscal year
2	without further appropriation.
3	23-78-204. [Formerly 23-1-120.9 (8)] Repeal of part. This
4	section PART 2 is repealed, effective July 1, 2021.
5	PART 3
6	TEACHING FELLOWSHIP PROGRAMS
7	23-78-301. [Formerly 23-3.9-201] Short title. The short title of
8	this part 2 PART 3 is the "Rural Colorado Grow Your Own Educator Act".
9	23-78-302. [Formerly 23-3.9-202] Legislative declaration.
10	(1) The general assembly finds that:
11	(a) A shortage in the availability of teachers to fill teaching
12	positions in rural local education providers is causing a significant
13	hardship for rural local education providers;
14	(b) The shortage is due, in part, to the high rate of turnover of
15	teachers entering and leaving the profession. Following graduation and
16	initial employment, a high percentage of teachers leave the profession
17	within five years.
18	(c) The shortage in some rural local education providers also
19	arises because teachers, after teaching in the rural local education
20	provider for a few years, choose to relocate to a more urban area or to an
21	area with a lower cost of living;
22	(d) A program through which a rural local education provider and
23	an institution of higher education enter into an agreement to provide a
24	teaching fellowship in the rural local education provider for selected
25	teacher candidates in their final year of an approved educator preparation
26	program, which leads to employment by the rural local education provider
27	upon graduation, will help to ensure that teachers are well prepared to

-16-

1	meet the rural local education provider's needs and expectations, have met
2	specific competencies the rural local education provider identified as
3	being necessary, and are acclimated into the rural local education provider
4	upon hiring. A teacher who receives this level of specific preparation for
5	employment with a specific employer is more likely to remain in the
6	profession and thereby help to reduce the teacher shortage.
7	(e) In selecting teacher candidates to participate in a teaching
8	fellowship program, a rural local education provider and an institution of
9	higher education should give preference to applicants who resided within
10	the area surrounding the rural local education provider before attending
11	a higher education institution and are seeking the opportunity to return to
12	the local education provider as a teacher.
13	23-78-303. [Formerly 23-3.9-203] Definitions. As used in this
14	part 2 PART 3, unless the context otherwise requires:
15	(1) "Agreement" means a teaching fellowship program agreement
16	as described in section 23-3.9-205 SECTION 23-78-305.
17	(2) "Approved educator preparation program" has the same
18	meaning as provided in section 23-1-121.
19	(3) "Eligible student" means an in-state student, as defined in
20	section 23-7-102, who is enrolled in the final year of an approved
21	educator preparation program at an institution of higher education.
22	(4) "Institution of higher education" or "institution" means:
23	(a) A state institution of higher education, as defined in section
24	<u>23-18-102;</u>
25	(b) A local district college that offers an approved educator
26	preparation program; or
27	(c) A private college or university, as defined in section 23-2-102,

-17-

1	that is authorized pursuant to article 2 of this title 23 and offers an
2	approved educator preparation program.
3	(5) "Rural charter school" means a charter school that is
4	authorized by a rural school district pursuant to part 1 of article 30.5 of
5	title 22 or an institute charter school that is authorized by the state charter
6	school institute pursuant to part 5 of article 30.5 of title 22 and is located
7	within a rural school district.
8	(6) "Rural local education provider" means a rural school district,
9	a rural charter school, or a board of cooperative services that operates a
10	public school that is located within a rural school district.
11	(7) "Rural school district" means a school district in Colorado that
12	the department of education determines is rural, based on the geographic
13	size of the school district and the distance of the school district from the
14	nearest large, urbanized area.
15	(8) "Stipend" means a teaching fellowship stipend distributed to
16	a teaching fellow as state-based financial aid as provided in section
17	23-3.9-206 SECTION 23-78-306.
18	(9) "Teaching fellow" means an eligible student who participates
19	in a teaching fellowship program.
20	(10) "Teaching fellowship program" or "program" means a
21	teaching fellowship program created by a rural local education provider
22	and an institution of higher education pursuant to an agreement as
23	described in section 23-3.9-205 SECTION 23-78-305.
24	23-78-304. [Formerly 23-3.9-204] Department of education -
25	eligible rural local education provider - identified. Within thirty days
26	after May 25, 2018, the department of education shall identify geographic
27	areas of the state and specific subject areas and grade levels for which

-18-

1	there are critical shortages of qualified teachers to fill elementary and
2	secondary teaching positions in public schools. The department shall post
3	a map showing the identified geographic areas and a list of the identified
4	$\underline{subjects\ on\ the\ department\ website.\ The\ department\ shall\ annually\ review}$
5	the pertinent data and update the identified geographic areas and subjects
6	as appropriate.
7	23-78-305. [Formerly 23-3.9-205] Teaching fellowship program
8	- agreements - requirements - report. (1) The governing board of a
9	rural local education provider may enter into an agreement with an
10	institution of higher education to create a teaching fellowship program if
11	the rural local education provider:
12	(a) Is located within one of the geographic areas, or is seeking to
13	fill a teaching position in one of the subjects, identified by the department
14	of education pursuant to section 23-3.9-204 SECTION 23-78-304;
15	(b) Demonstrates a serious, chronic difficulty in hiring or
16	retaining teachers; and
17	(c) Demonstrates a level of financial need that makes payment of
18	fifty percent of a teaching fellow's stipend a hardship for the rural local
19	education provider.
20	(2) At a minimum, each agreement must describe the roles and
21	expectations of the rural local education provider and the institution of
22	higher education in implementing the program, including at a minimum:
23	(a) The commitment of the rural local education provider and the
24	institution of higher education to jointly design an individualized,
25	one-year teaching fellowship for each teaching fellow who is selected,
26	which fellowship is designed to meet the needs of both the rural local
27	education provider and the teaching fellow. At a minimum, the design

-19-

1	must include:
2	(I) An evaluation at the beginning of the fellowship year of each
3	applying eligible student's strengths and areas for growth and
4	improvement, the needs of the rural local education provider, and the
5	competencies that the applying eligible student, if selected, must master
6	over the course of the fellowship year, which the rural local education
7	provider and the institution of higher education use, in part, for
8	determining whether the eligible student is well-matched with the rural
9	local education provider;
10	(II) Joint selection by the rural local education provider and the
11	institution of higher education of each teaching fellow and any criteria
12	in addition to that identified in subsection (2)(a)(I) of this section, that
13	they apply in selecting the teaching fellows. The rural local education
14	provider and the institution may give priority to an applying eligible
15	student who resided within the area surrounding the rural local education
16	provider before attending the institution and seeks to return to the rural
17	local education provider as a teacher.
18	(III) Identification of the competencies that each teaching fellow
19	is expected to master by the completion of the fellowship year, which are
20	in addition to the teacher quality standards adopted by the state board of
21	education pursuant to section 22-2-109 and reflect the unique needs of the
22	rural local education provider;
23	(IV) Explanation of how the rural local education provider and the
24	institution of higher education will support the teaching fellow in
25	mastering the identified competencies;
26	(V) Assignment by the rural local education provider of an

experienced, nonprobationary teacher who has received a highly effective

27

-20-

1	rating through the rural local education provider's performance evaluation
2	system implemented pursuant to section 22-9-106 to act as a supervising
3	teacher for the teaching fellow; and
4	(VI) Inclusion of the teaching fellow in the range of activities
5	expected of the teachers employed by the rural local education provider,
6	including at a minimum professional development opportunities and the
7	rural local education provider's new teacher induction program;
8	(b) The commitment of the rural local education provider to
9	extend an offer of employment to each teaching fellow who successfully
10	completes the fellowship year, as determined by the rural local education
11	provider based on the teaching fellow's mastery of the competencies,
12	satisfactory completion of assigned duties, completion of graduation
13	requirements, and attainment of an initial teacher license as provided in
14	article 60.5 of title 22;
15	(c) The commitment of the institution of higher education to:
16	(I) Provide a stipend to each selected teaching fellow as provided
17	in section 23-3.9-206 SECTION 23-78-306;
18	(II) Disburse the stipend using the standard methods for allocating
19	state-based financial aid; and
20	(III) Award to the teaching fellow course credits for the
21	fellowship and ensure the teaching fellow has the opportunity to complete
22	during the fellowship year any other course work or other requirements
23	to complete the approved educator preparation program in which the
24	teaching fellow is enrolled; and
25	(d) The acknowledgment of the rural local education provider and
26	the institution of higher education that either party may cancel the
27	agreement at any time for any reason. The agreement must specify the

-21-

responsibilities of each party if either cancels the agreement, including at a minimum the responsibilities owed to a teaching fellow if the agreement is cancelled during his or her fellowship year.

(3) During the one-year teaching fellowship, each teaching fellow is expected to complete the approved educator preparation program in which he or she is enrolled and any additional requirements for completing his or her postsecondary credential. Each teaching fellow must commit to at least two full school years of employment by the rural local education provider following completion of the fellowship year if the teaching fellow receives an offer of employment from the rural local education provider for each of the two school years. A teaching fellow who receives offers of employment for both school years and does not complete the two full school years of employment must repay the amount received as a stipend during the fellowship year.

(4) A rural local education provider that is located within one of the geographic areas, or that is seeking to fill a teaching position in one of the subjects, identified by the department of education pursuant to section 23-3.9-204 SECTION 23-78-304, may enter into agreements with multiple institutions of higher education. A rural local education provider may enter into an agreement with an institution of higher education regardless of whether the rural local education provider is located within the institution's service area. A rural local education provider may seek assistance from the department of higher education in identifying an appropriate institution of higher education with which to enter into an agreement.

(5) (a) The rural local education provider and institution of higher education that enter into an agreement shall annually prepare a report

-22-

1	concerning the implementation of the agreement. The report, at a
2	minimum, must include:
3	(I) The number of teaching fellows participating in the program
4	and the subjects they were teaching;
5	(II) Whether the teaching fellows mastered the competencies
6	identified by the rural local education provider and the institution of
7	higher education;
8	(III) The effectiveness of the agreement and any modifications
9	necessary to improve the quality of the teaching fellowship program;
10	(IV) Whether the participating rural local education provider
11	employed the teaching fellow at the completion of the fellowship and the
12	number of years the teaching fellow remains employed with the rural
13	local education provider, to the extent the information is available; and
14	(V) If available, data concerning the performance of teaching
15	fellows after they are employed by the rural local education provider.
16	(b) A rural local education provider and an institution of higher
17	education that enter into an agreement shall annually decide whether to
18	renew the agreement for the upcoming school year and may modify the
19	agreement as appropriate.
20	(6) An institution of higher education that enters into an
21	agreement shall file the finalized agreement, notices of renewal of the
22	agreement, any modifications to the agreement, documentation of the
23	participating rural local education provider's chronic hiring difficulty and
24	financial need, and copies of the annual report with the department of
25	higher education.
26	23-78-306. [Formerly 23-3.9-206] Teaching fellowship stipends
27	- amount - funding. (1) Subject to available appropriations, up to one

-23-

hundred teaching fellows per year, selected as provided in subsection (2) of this section, shall receive financial assistance in the form of a stipend in the amount of ten thousand dollars disbursed during the fellowship year. The stipend is in addition to any other financial assistance that may be available to the teaching fellow. A teaching fellow may apply the stipend to pay the costs of attendance during the year in which he or she participates in the teaching fellowship program.

(2) The teaching fellowship stipends shall be paid fifty percent by the department of higher education as part of the state financial assistance program and fifty percent by the participating institution of higher education as institutional financial assistance. An institution of higher education that participates in a teaching fellowship program shall notify the department of higher education of the enrollment of each student who enters into a teaching fellowship program. Based on the level of chronic hiring difficulty and financial need demonstrated by each participating rural local education provider, the department shall annually select up to one hundred students enrolled in teaching fellowship programs to receive the stipend and shall forward to the institution fifty percent of the amount of the stipend for each selected student. The institution shall provide the remaining fifty percent of the stipend and disburse one hundred percent of each stipend to the selected teaching fellows as provided in section 23-3-9-205 (1)(c).

(3) If, upon completion of a teaching fellowship program, a teaching fellow does not accept an offer of employment made by the participating rural local education provider, or does not complete two full school years of employment as required in section 23-3.9-205 (3) SECTION 23-78-305 (3), the teaching fellow must repay the amount received as a

-24- 190

1 stipend during the teaching fellowship year in accordance with terms 2 established by the participating institution of higher education, and upon 3 receipt of repayment the institution shall refund to the department of 4 higher education the amount of the stipend paid as state financial aid. 5 (4) The general assembly shall annually appropriate to the 6 department of higher education the amount required to implement the 7 teaching fellowship programs as provided in this part 2 PART 3. Any 8 unexpended and unencumbered money from an appropriation made for 9 the purposes of this part 2 PART 3 remains available for expenditure by the 10 department for the purposes of this part 2 PART 3 in the next fiscal year 11 without further appropriation. 12 23-78-307. [Formerly 23-3.9-207] Department of higher 13 education - review of agreements - report. (1) The department of 14 higher education shall review each agreement, and any modifications to 15 the agreement, that it receives from an institution of higher education to 16 ensure that the agreement meets the minimum requirements specified in 17 section 23-3.9-205 SECTION 23-78-305. If the department finds that an 18 agreement does not meet the requirements, it shall return the agreement 19 to the appropriate rural local education provider and institution of higher 20 education for modification. 21 (2) The department of higher education shall review the annual 22 report received concerning each teaching fellowship program and submit 23 an annual summary report to the state board of education, the Colorado 24 commission on higher education, the joint budget committee of the 25 general assembly, and the education committees of the house of 26 representatives and the senate, or any successor committees. The

department of higher education shall prepare and submit the summary

27

-25-

1	report annually, notwithstanding section 24-1-130 (11)(a)(1), as part of
2	the report required in section 23-1-121 (6). At a minimum, the summary
3	report must include:
4	(a) Data concerning implementation of the teaching fellowship
5	programs across the state, including:
6	(I) The participating rural local education providers and
7	institutions of higher education;
8	(II) The number of teaching fellows; and
9	(III) The subjects and grade levels that the fellows are teaching;
10	<u>and</u>
11	(b) An evaluation of the effectiveness of the teaching fellowship
12	programs in reducing the shortage of teachers in the state, based at least
13	in part on the number of teaching fellows who are employed by the
14	participating rural local education providers at the completion of the
15	fellowship, the number who remain employed through subsequent years,
16	and the level of performance of the persons who are employed as teachers
17	following completion of a teaching fellowship, to the extent the data is
18	<u>available.</u>
19	SECTION 2. In Colorado Revised Statutes, 22-60.5-106, add (3)
20	<u>as follows:</u>
21	22-60.5-106. Endorsement of license - effect - rules. (3) The
22	DEPARTMENT OF EDUCATION SHALL COLLABORATE WITH THE
23	DEPARTMENT OF HIGHER EDUCATION TO CREATE A MENTOR TEACHER
24	ENDORSEMENT FOR TEACHERS WHO PROVIDE MENTORING AND OVERSIGHT
25	FOR TEACHER CANDIDATES IN ACCORDANCE WITH THE STANDARDS
26	ADOPTED BY THE DEPARTMENT OF HIGHER EDUCATION PURSUANT TO
27	SECTION 23-78-105 (3). THE STATE BOARD OF EDUCATION BY RULE SHALL

-26-

1	ESTABLISH THE CRITERIA FOR THE ENDORSEMENT, WHICH MUST, AT A
2	MINIMUM, INCLUDE SUCCESSFULLY COMPLETING TRAINING PROVIDED BY
3	AN EDUCATOR PREPARATION PROGRAM, AS DEFINED IN SECTION
4	23-78-103, AND AT LEAST ONE FULL SCHOOL YEAR OF SUCCESSFUL
5	EXPERIENCE SERVING AS A MENTOR TEACHER FOR A TEACHER CANDIDATE
6	WHO IS PARTICIPATING IN CLINICAL PRACTICE, AS DEFINED IN SECTION
7	<u>23-78-103.</u>
8	SECTION 3. In Colorado Revised Statutes, 22-60.5-110, amend
9	(3)(b) introductory portion as follows:
10	22-60.5-110. Renewal of licenses. (3) (b) A professional licensee
11	shall complete such ongoing professional development within the period
12	of time for which such professional license is valid. Such professional
13	development may include, but need not be limited to, in-service education
14	programs, including programs concerning juvenile mental health issues
15	and the awareness and prevention of youth suicide and training in
16	preventing, identifying, and responding to child sexual abuse and assault;
17	college or university credit from an accepted institution of higher
18	education or a community, technical, or local district college; educational
19	travel that meets the requirements specified in paragraph (d) of this
20	subsection (3) SUBSECTION (3)(d) OF THIS SECTION, involvement in school
21	reform; SERVICE AS A MENTOR TEACHER FOR TEACHER CANDIDATES
22	PARTICIPATING IN CLINICAL PRACTICE, AS DEFINED IN SECTION 23-78-103;
23	internships; and ongoing professional development training and
24	experiences. The state board of education, by rule, may establish
25	minimum criteria for professional development; except that such criteria
26	shall not:
27	SECTION 4. In Colorado Revised Statutes, 23-1-121, amend

-27-

1	(2)(d); and add (2)(c.5) as follows:
2	23-1-121. Commission directive - approval of educator
3	preparation programs - review. (2) The commission shall adopt
4	policies establishing the requirements for educator preparation programs
5	offered by institutions of higher education. The department shall work in
6	cooperation with the state board of education in developing the
7	requirements for educator preparation programs. At a minimum, the
8	requirements must ensure that each educator preparation program
9	complies with section 23-1-125, is designed on a performance-based
10	model, and includes:
11	(c.5) Course work that teaches teacher candidates the
12	SCIENCE OF READING, INCLUDING THE FOUNDATIONAL READING SKILLS OF
13	PHONEMIC AWARENESS, PHONICS, VOCABULARY DEVELOPMENT, READING
14	FLUENCY INCLUDING ORAL SKILLS, AND READING COMPREHENSION, AND
15	THE SKILLS AND STRATEGIES TO APPLY TO ENSURE THAT EVERY STUDENT
16	LEARNS TO READ;
17	(d) A requirement that during the course of the preparation
18	program, each teacher candidate in an initial licensure program complete
19	a minimum of eight hundred hours AT LEAST ONE FULL, CONTINUOUS
20	SCHOOL YEAR OF SUPERVISED FIELD-BASED EXPERIENCE THAT RELATES TO
21	PREDETERMINED LEARNING STANDARDS AND INCLUDES BEST PRACTICES:
22	and, DURING THE COURSE OF THE PREPARATION PROGRAM, each principal
23	and administrator candidate complete a minimum of three hundred hours
24	and each other advanced degree or add-on endorsement candidate
25	complete AN appropriate PERIOD, OF supervised field-based experience
26	that relates to predetermined learning standards and includes best
27	practices and national norms related to the candidate's endorsement;

-28-

1	SECTION 5. Repeal of provisions being relocated in this act.
2	In Colorado Revised Statutes, repeal 23-1-120.9 and part 2 of article 3.9
3	of title 23.
4	SECTION 6. Appropriation. For the 2019-20 state fiscal year,
5	\$1,217,787 is appropriated to the department of higher education. This
6	appropriation is from the general fund. To implement this act, the
7	department may use this appropriation as follows:
8	(a) \$92,787 for administration related to the Colorado commission
9	on higher education and higher education special purpose programs,
10	which amount is based on an assumption that the department will require
11	an additional 1.0 FTE; and
12	(b) \$1,125,000 for teacher mentor grants.
13	SECTION 7. Safety clause. The general assembly hereby finds,
14	determines, and declares that this act is necessary for the immediate
15	preservation of the public peace, health, and safety.

-29-